

Kingdom of Cambodia
Nation Religion King

Ministry of Health
University of Health Sciences



Strategic Plan

2008-2012

FOREWORDS

Originally founded in 1946 as the "School for Medical Officers", the University of Health Sciences has served as a major medical training institution for all the health workforces of all specialties in the kingdom of Cambodia.

By taking into account the demographic growth and rising health care demands, the escalating need of medical training both in terms of the number of admissions and specialties training stands on top of the list among the key issues that the university has to address in the coming years. Moreover, the University also strives to keep itself competitive among educational institutions at both local and international levels as well as keeping up with the fast-pace of the world technological advances.

To tackle the above challenges and to properly and effectively implement the Sub-decree No. 21, dated March 13, 2007, on medical education in Cambodia, the University has developed its first strategic plan 2008-2012. This strategic plan was elaborated with participation from the staff, faculties and Development Partners of the university and was approved by the University Governing Board on September 28, 2007. The strategic plan defines the vision, mission and values of the University of Health Sciences and lists strategic goals and objectives to be achieved in the next five years.

With combined efforts from all the University's leaders, staffs, faculties and student as well as its Development Partners, I firmly believe that we will be able to fulfill our mission in providing quality education and training to Cambodia's health workforce. Subsequently a competent health workforce providing quality care to their people will contribute to the development and strengthening of the nation under the leadership of the Royal Government headed by Samdech Akka Moha Sena Padei Techo Hun Sen.

Phnom Penh, November 2007




Prof.  Sophal, MD Dr PH

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I. Background Information

The University of Heal Sciences was first established in June, 1946 as the School for Medical Officers, following which it became the Cambodian Royal School of Medicine in 1953, and the Faculty of Medicine and Pharmacy in 1962. In 1967, the Faculty of Pharmacy was moved to Phnom Penh University. In 1971, it became the Medical and Paramedical Faculty, in which a dentistry section was developed. It was totally abandoned and severely damaged though out the genocidal regime of Pol Pot. The university resumed its activities in January 1980 as the combined faculty of Medicine, Pharmacy and Dentistry, and it became the University of Health Sciences in 1997. In late 2001, the university became a public administrative institution comprising of the Faculty of Medicine, the Faculty of Pharmacy, the Faculty of Dentistry, and the Technical School for Medical Care.

A. Training

Training curricula at the University of Health Sciences are recognized by the Ministry of Health, are equivalent to those of developing countries and are tailored to the health context and demands of Cambodian people as follows:

- Faculty of Medicine: students shall study for 8 years in order to graduate as general practitioners and up to 9-11 years to become specialized doctors in medicine.
- Faculty of Dentistry: students shall study for 7 years in order to become dental surgeons.
- Faculty of Pharmacy: students shall study for 5 years to graduate as pharmacists and up to 8-9 years to become specialized doctors in pharmacy.

Trainings at the university include theory and practice at faculties, hospitals and factories/enterprises recognized by the Ministry of Health. All the students are subject to final examinations at the completion of their study and to successfully defend their thesis before being awarded their degree.

The faculty members of the university currently number about 600, of which about one third are professors or specialized doctors; most of them are also working at public hospitals or institutions. There are also hundreds of foreign professors from universities/hospitals in France, Japan, Germany, Australia, etc taking part in the teaching.

Students admitted to the university are those who have excelled and passed a proficiency entrance examination under transparent scrutiny of the Ministry of Health, Ministry of Education, Youth and Sports, the Accreditation Committee of Cambodia, and Cambodian and foreign advisors.

B. Achievements of the University of Health Sciences

1- Graduates from 1980 to September 2007

- Faculty of Medicine: total graduates 6,347

Specialized medical doctors	244
Competency diploma ("DU")	80
General medical doctors	3,506
Medical Assistant	2,517

- Faculty of Pharmacy: total graduates 1,074

Specialized doctors in pharmacy	35
Pharmacists	822
Pharmacist Assistants	217

- Faculty of Dentistry: total graduates 528

Competency diploma ("DU")	42
Doctor of Dental Surgery	303
Bachelor of Dentistry	183

- Technical School for Medical Care: total graduates 7,665

Secondary nurse	4,289
Secondary midwife	1,271
Medical laboratory technicians	697
Physiotherapists	198
Psychiatric nurses	45
Anesthesia nurses	70
Nurse Chiefs	72
Auxiliary nurses, midwives and medical laboratory technicians	868
Other trainings	145

2- Thesis production

From 1963 to 1975

- Thesis in medicine	431
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From 1996 to September 2007

- Thesis in medicine	211
- Thesis in pharmacy	58
- Thesis in dentistry	15

3. Promotion and nomination of Professors

-Promotion of professors in Medicine	40
- Promotion of professors in Pharmacy	08
- Promotion of professors in Dentistry	03
- Nomination of expatriate professors	18
- Nomination of professors among graduates before 1975	21

C. Statistics of Student in academic year 2007-2008

There are 4,034 students enrolled in 2007-2008, including:

1- Medicine: total: 2,334, divided into

i- Year 1- 6	2,091
ii- General medicine	127
iii- Specialties in medicine	80
iv- Competency Diploma ("DU")	36

2- Pharmacy: total: 768, divided into

i- Year 1- 5	753
ii- Specialties in pharmacy	15

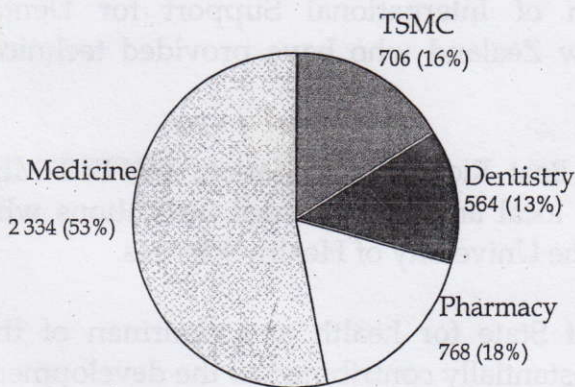
3- Dentistry: total: 564, divided into

i- Year 1- 6	484
ii- General dentistry	56
iii- Competency Diploma ("DU")	24

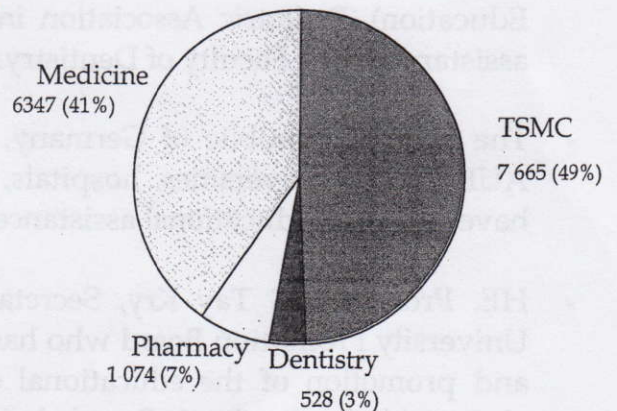
4- TSMC: total: 706, divided into

i- Nursing	431
ii- Medical Laboratory Technology	76
iii- Physical Therapy	93
iv- Radiological Technology	36
v- Others	70

(Midwives: 20; Anesthesia nurses: 26; Nurse Chief: 24)



Number of Students in 2007-2008



Number of graduates from 1980 to September 2007

D. National and International Cooperation

The University of Health Sciences has good cooperation with various ministries including the Office of the Council of Ministers, the Ministry of Education, Youth and Sports, the Ministry of Finance, and the Ministry of Health, on all levels of technical and management aspects. The University also has strong cooperation with hospitals and pharmaceutical companies that support the provision of qualified professors to teach at each faculty and facilitate the study visits to their hospitals and companies. In addition to that, the University also has good collaboration with:

- **The people and government of France** through the French cooperation, in which advisors especially assist in specialist training which has been provided in the last few years. Also through this cooperation, we have implemented partnership for study exchanges between the University of Health Sciences and 29 other faculties in France (see annex)
- **Rodophe Merieux Foundation** and **Pierre Fabre Laboratory** who constructed a building for the Faculty of Pharmacy that also contains research laboratories on traditional medicines and infectious diseases. **Kwong Hwang University**, from RP Korea, provided a building for tertiary education in the Faculty of Medicine.
- **The people and government of Japan** through **JICA** who have provided several modern equipped buildings and training materials as well as technical assistance in educating nurses and technicians in laboratories at the Technical School for Medical Care.
- Various international organizations including CIM (Central International of Migration), AOI, OISDE (Organization of International Support for Dental Education), Pediatric Association in New Zealand who have provided technical assistance to the Faculty of Dentistry.
- The Federal Republic of Germany, the Beat Richner Foundation, L@FETT-MH, AUF, KCSC, universities, hospitals, and local and international institutions who have provided educational assistance to the University of Health Sciences.
- HE. Prof. HENG Tay Kry, Secretary of State for health and chairman of the University Promotion Board who has substantially contributed to the development and promotion of the educational quality at the University of Health Sciences, along with the Academic Board chaired by Prof. YOU Kim Yean, and the Research Board led by Prof. KHUON Pichit and the Governing Board under the presidency of HE. Prof. CHEA Chhay.

II. Strategic Plan 2008–2012

A. Vision, mission, values

Vision

The University of Health Sciences-Cambodia (UHS-C) aims to build highly competent and internationally recognized health professionals in order to effectively and efficiently improve the health status of the Cambodian people.

Mission

The UHS-C is dedicated to foster the highest standards in education, research, and professional practices aiming at promoting health, well-being and optimal quality of health care of the country.

In addition to its core mission in capacity building of Cambodia's health workforce mandated by Sub-Decree 127 of the Royal Government of Cambodia, the UHS-C shall become a multidisciplinary University by the year 2012 as recommended by Sub-Decree 54 of the Government.

Values

1. **Services:** We strive to provide more and very effective services for all aspects of our academic, scientific, clinical and administrative works. We regard ourselves as a service enterprise geared towards building a highly competent health workforce in Cambodia.
2. **Quality:** We aim constantly for higher and higher levels of achievements in education, Research and Services.
3. **Transparency:** We will maintain transparency in student assessment and promotion, staff development and remuneration as well as all other decisions with regards to the procedures of the University
4. **Collaboration:** We will work as an effective team to strengthen and expand partnerships with hospitals, universities, governmental and non governmental organizations from inside and outside Cambodia to better fulfill our mission and attain our vision. On the same note, we will further enhance our privileged collaboration with France's universities and organizations.
5. **Accountability:** We are prepared to account for our results and we recognize our responsibility to our stakeholders, the Royal Government of Cambodia, and the Cambodian society.

B. Strategic Direction 2008-2012

Over the next 5 years, we will focus on seven strategic directions.

1 Teaching and Learning

2 Research

3 Human Resources

4 Collaboration

5 Information and Communication

6 Finance

7 Facilities and Estates

Teaching and Learning

Goal 1: Provide quality teaching and learning

Strategies

1. Update and improve periodically the curriculum to respond to the actual present and future needs of the country.
2. Provide training with more advanced teaching methods and techniques to all the university's professors so that the pedagogic practice of the university will be maintained and improved.
3. Promote modern and effective teaching and learning practices.
4. Develop counseling services to help bolster student learning progress.
5. Strengthen students' clinical rotation and internship at different health facilities/institutions in order to increase their clinical competence.

Goal 2: Upgrade the Technical School for Medical Care (TSMC) to a higher education institution

Strategies

1. Develop international standard curriculum for Bachelor's and Master's degree at the TSMC.
2. Build Bachelor and Masters level capacity of existing teachers
3. Get international faculties to assist in the bachelor and master program.

Goal 3: Ensure that most students pass their first National Board Exam

Strategies

1. Equip students with strong background knowledge and competence to acquire information and new medical technologies thereby enabling them to provide patient care with quality, ethical standards and sympathy.
2. Encourage students' commitment by ensuring transparency, effectiveness and fairness in students' management, monitoring and evaluation, as well as extra-curricular mechanisms to assist those who are under performing.
3. Provide students with strategic learning preparations and skills for the national board examination.

Research

Goal 1: Build a core group of highly competent researchers

Strategies

1. Establish a research unit to support and foster research activities at different faculties.
2. Build research capacity for the research team, teachers and students at the university.

Goal 2: Develop research activities and publications at national and international levels

Strategies

1. Provide necessary resources to support research activities and publications.
2. Encourage initiatives in organizing and leading research projects and evaluation, both independently and in collaboration with national and international development partners and academic institutions.

Human Resources

Goal 1: Strengthen academic and administrative staff competency

Strategies

1. Recruit and nurture outstanding students as an in-house search process for potential faculty staff.
2. Enhance the capacity of existing faculty members through further training (pedagogy, research and management), study tours, professional attachments, workshops, conferences, etc.
3. Ensure good governance and provide competence-based incentives to motivate and maintain skilled academic and administrative staff.

Collaboration and Networking

Goal 1: Strengthen & expand collaboration with local and international Development Partners

Strategies

1. Strengthen present collaboration with French Cooperation, JICA, AUF, NGOs, and local and international development partners.
2. Expand collaboration with a wider range of development partners in the region and internationally in order to enhance training and research activities of the university.
3. Maintain good relations with the Accreditation Committee of Cambodia, Ministry of Health, Ministry of Education, Youth and Sports, Ministry of Economy and Finance, and other relevant ministries/institutions.

Goal 2: Collaborate effectively with various higher education institutions as well as relevant national and international hospitals/ factories/enterprises.

Strategies

1. Increase collaboration with international higher education institutions through memorandums of understanding.
2. Strengthen and expand alliances with relevant local and international hospitals/ factories/enterprises for the possibility of further high-quality training for potential students

Information and Communication

Goal 1: Develop appropriate information and communication infrastructure to support quality teaching, learning, research and management

Strategies

1. Develop a database to maintain and update information about students, staff and teachers
2. Increase internet access to all researchers, faculties, staff and students in the university.
3. Provide necessary printed materials, and strengthen the use and management of the library for training and research at the university.

Goal 2: Foster information exchanges with key stakeholders and alliance universities.

Strategies

1. Establish a center for documentation and information dissemination.
2. Promote information dissemination on research and university activities.
3. Develop a Local Area Network in the university.

Finance

Goal 1: Increase financial resources

Strategies

1. Increase income through student tuition fees.
2. Mobilize funds from the national budget and external assistance.
3. Seek income from other sources.

Goal 2: Ensure proper budget management

Strategies

1. Enhance the effective use of resources, eliminate the squandering of expenses, and avoid any activities that incur unnecessary overhead expenses.
2. Reinforce financial management capacity for relevant staff.

Facilities and Estate

Goal 1: Develop facilities to become a modern multi-disciplinary university with focus on medical and health sciences education

Strategies

1. Properly equip and regularly maintain classrooms, laboratories and research facilities
2. Set up facilities for physical exercise, sport, and cultural activities.
3. Set up a pharmacy for students from the pharmacy faculty to practice

Goal 2: Develop training programs and locations throughout the country

Strategies

1. Establish three more faculties in accordance with the Sub-decree No. 54 of the Royal Government:
 - Management faculty;
 - Computer sciences and information technologies faculty
 - Modern language faculty.
2. Bring medical training closer to students in remote/rural areas.

Annex

List of Hospitals, Pharmaceutical Factories and Enterprises for UHS Students' Clinical Rotation in 2007-2008

No	Institution	Director
1	Calmette Hospital	Prof. HENG Tay Kry
2	Preah Kossamak Hospital	Prof. TENG Soeun
3	National Pediatric Hospital	Prof. CHHOUR Y Meng
4	Kantha Bopha Hospital	Prof. YIT Sunnara
5	National Maternal & Child Health Center	Prof. KOUM Kanal
6	Khmer -Soviet Friendship Hospital	Dr. SAY Seng Ly
7	Preah Ang Duong Hospital	Prof. SEA Huong
8	Preas Ketomealea Hospital	Dr. LY Sovann
9	Phnom Penh Municipal Referral Hospital	Dr. NET So Vireak
10	Sihanouk Hospital Center of Hope	Dr. TAN Kim Meng
11	Municipality Province Referral Hospital/Health Center	Provincial Health Director
12	National Blood Transfusion Center	Dr. NHEM Thuok
13	National Centre for HIV/AIDS, Dermatology and STD	Dr. MEAN Chhyvun
14	National Center for Parasitology Entomology & Malaria Control	Dr. DUONG Socheat
15	National Center for Tuberculosis & Leprosy Control	Dr. MAO Taing Eang
16	Centre for Quality Control National Pharmaceutical Control Bureau	Prof. NAM Ny Vanna
17	National Centre for Traditional Medicine	Dr. HIENG Punleu
18	National Institute of Public Health	Dr. UNG Sam An
19	Institut Pasteur du Cambodge	Prof. Jean Louis SATHOU
20	Pharmaceutical Department	Prof. TEA Kim Chhay
21	Central Pharmaceutical Warehouse	Dr. CHEA Chhyv Srong
22	CPE Pharmaceutical Enterprise	Ph. HUOT Sarem
23	Medical Supply Pharmaceutical Enterprise	Mr. LANG Ly
24	PPM Pharmaceutical Enterprise	Mr. HAI LYIENG
25	CAMCONTROL	Dr. HANG Moeun
26	Cambodia Trust Centre in Sihanoukville	
27	National Rehabilitation Center in Kien Khleang, Battambang, Siem Reap, Kampong Cham, Takeo, Kampong Speu, Kampong Chhnang	

Department List of University of Health Sciences in 2007-2008

Faculty	Department	Director	Vice Directors
Medicine	Gynecology -Obstetric	Prof. ENG Huot	-Prof. KOUM Kanal -Prof. SEANG Tharith
	Surgery	Prof. HENG Tay Kry	-Prof. PRAK Seng Huor -Prof. KHEANG Yana
	Medical Semiology	-Prof. YOU Kim Yean -Prof. TAN Tek Sreng	-Prof. BOU Eap -Prof. KHUON Pichit -Prof. KAING Sor
	Pediatric	Prof. YIT Sunnara	-Prof. THEA Kruiy -Prof. CHHOUR Y Meng
	Anesthesia Reanimation	Prof. CHEY Vithya	-Prof. NORNG Kim Ny -Prof. CHHOUY Meng
	Pharmacology	Prof. CHEY Vithya	Prof. SAN Sochyvy
	Biology	Prof. YOUK Sophana	Dr NEAK Makara
	Pathologic Anatomy	Prof. KHUON Pichit	Dr. THAN Thanasith
	Physiology -Physiopathology	Prof. VENG Thai	Prof. KASUN Baunat
	Public Health	- Dr. MAM Bun Heng - Prof. OUM Sophal	- Dr. UNG Sam An - Dr. SAPHON Vathanak
	Imagery	Dr. OR Vanda	Prof. LAM Eng Huor
	Psychiatry	Prof. KASUN Baunat	
	Physic Biophysics Math	Dr. CHHOUN Sreng	Dr. PHING Makra
	Medical Ethic -Deontology	Dr. YIT Sunnarong	
	Anatomy Dissection	Prof. KOEUT Meach	Dr. MAM Vithyarith
	Microbiology Parasitology Immunology	Prof. UNG Channy	Dr. CHRIN Theam Song
	Ophthalmology	Dr. TO Chhun Seng	Dr. KRUY Eavpos
	ENT	Prof. SEA Huong	Prof. ROS Prach Ponleu
Foundation Year	Prof. KASUN Baunat	- Dr. OUK Saphay - Dr. UNG Channy - Dr. SENG Ros Samith	

Pharmacy	Biology	Prof. TEA Sok Eng	Dr. NOB Yim
	Physic- Chemistry	Prof. UNG Channy	Dr. SIM Bouth Sakun
	Pharmacology	Prof. SAN Sochyvy	Dr. NHEM Sun
	Pharmacotechnology	Prof. IM Chum	Dr. TUOT Sokhom
	Botanic, Cryptogrammic, vegetable Biology, harmacognosy	Prof. CHENG Sunkaing	Dr. KIM Saroeun
Dentistry	Oral Surgery	Prof. HEM Chhin	Dr. HANG Someth
	Endodontics	Dr. SENG Ros Samith	Dr. HEAN Sophal
	Prosthodontics	Dr. CHIN Hy	Dr. LAY Vuthy
	Periodontology	Prof. SOUN Phany	Dr. CHAN Borey
	Pedodonty	Dr. NHOUNG Pum Sen	Dr. SOK Kunthy
	Radiodontology	Dr. IM Puthavy	Dr. KEO Dynamora
	Oral Pathology	Prof. TUY Thel	Dr. HENG Sapanha
	Orthodontics	Dr. MOM Sovannarith	Dr. MEY Phuong
	Community Dentistry	Dr. VORN Vutha	Dr. CHHE Tep Phyou
TSMC	Theory and Practice	Mr. KHAT Sophal	Dr. HUY Sovath
	Laboratory	Mr. KHAT Sophal	Dr. HUY Sovath
	Physical Therapy	Dr. HUY Sovath	Mr. PHUN Saphan
	Nurse Midwifery	Dr. EAM Sophal	Dr. BEB Lay Song
	Mental Health	Dr. POL Vy	Mr. PHON Saphan
	Radiological Technology	Dr. HUY Sovath	Dr. EAM Sophal
	Public hospitals and commune health centers		

**List of France's Universities and Institutions
Collaborating with the University of Health Sciences (2007-2008)**

No.	City	Universities	Deans/Responsible
1	Amiens	Université de Picardie - Jules Verne Faculté de Médecine d'Amiens	M. Bernard NEMITZ
2	Angers	Faculté de Médecine d'Angers	Prof. J.P SAINT - ANDRE
3	Bordeaux	Université Victor Segalen Bordeaux II	Prof. BEGAUD Bernard
4	Brest	Université de Bretagne Occidentale Faculté de Médecine et des Sciences de la Santé de Brest	Prof. BIZAIS Yves
5	Caen	Faculté de Médecine de Caen	Prof. J.L Gerard
6	CLERMONT Ferrand	Université d'Auvergne Clermont I Centre Hospitalier Universitaire	Prof. SEDAGE Jean-Paul
7	Lille	Faculté de Médecine de Lille	Prof. FRANCKE Jean-Paul
		Faculté de Chirurgie dentaire de Lille	Prof. DUPAS Pierre - Hubert
8	Limoges	Université de Limoges Faculté de Médecine de Limoges	Prof. VANDROUX Jean Claude
9	Lyon	Université Claude Bernard Lyon I Faculté d'Odontologie de Lyon	Prof. ROBIN Olivier
		Faculté de Médecine de Lyon	Prof. GILLY François Noël
		Association L@FETT-MINISTRY OF HEALTH	Dr. My Horn Prof. SO Satta
		ADMAHC Association à Lyon	Dr. MEY Chin
		Fondation Rodolphe et Christophe Mérieux	Mr. Alain Mérieux
10	Marseille	Université de la Méditerranée (Aix Marseille II)	Prof. PELLISSIER Jean François
		Faculté de Médecine de Marseille Faculté de Pharmacie de Marseille	Prof. P.Vannelle
11	Montpellier	UFR de médecine de Montpellier - Nîmes et le CHU de Nîme	Prof. TOUCHON Jacques Prof. J.O ARNAUD
12	Nancy	Université Henri Poincaré Nancy I Faculté de Médecine de Nancy	Prof. NETTER Patrick
13	Nantes	Université de Nantes Faculté de Nantes	Prof. ROGEZ Jean-Michel
14	Neuilly Sur Marne	Institut de Formation Interhospitalier Théodore Simon	Mme GARNIER Anne Marie

15	Niort	Institut de Formation en Soins Infirmiers	Mme POUGNARD Dominique
16	Paris	Université Paris Diderot (Paris VII)	Prof. J.M Desmonts
		Université Paris Sud XI Faculté de Médecine Paris Sud	Prof. CHARPENTIER Bernard
		Université René Descartes (Paris V) Faculté de Médecine Paris V René Descartes	Prof. BERCHE Patrick
		Université Pierre & Marie Curie (Paris VI)	Prof. UZAN Serge+D8
		Université Paris XII Val de Marne	Prof. FARCET Jean Pierre
		Université Paris Est - Marne la Vallée	M. Francis GODART (Président)
17	Saint Etienne	Université de Versailles Saint Quenfin en YvesLines	Prof. BAGLIN Alain
		AEPK Amicale des étudiants et Pharmaciens Khmer en France	Dr. EAP Ban An
		Université Jean-Monnet Saint Etienne Faculté de Médecine Strasbourg Saint Etienne	Prof. ALEXANDRE Christian
18	Strasbourg	Université Louis Pasteur Faculté de Médecine de Strasbourg	Prof. LUDES Bertrand
19	Toulouse	Université Paul Sabatier Toulouse III Faculté de Pharmacie	Prof. BASTIDE Raymond
		Faculté de Médecine Toulouse Purpan Rangueil et CHU de Toulouse	D. ROUGE et D. MOINARD
		Fondation Pierre Fabre	Pierre Fabre
20	Tours	Université François-Rabelais Faculté de Médecine	M. Jean-Claude ROLLAND
21	Annonay	Centre Hospitalier	M. Charrier Parick
22	GIP	ESTHER	Dr Anne PETITGIRARD
23	ONG	Douleurs Sans Frontières	Dr Alain SERRIE
24	ONG	Physicien Médical Sans Frontières	M. Daniel TAISANT
25	ONG	Cancérologues Sans Frontières	Pr. Simon SCHRAUB
26	ONG	AOI(Aide Odontologique Internationale)	Dr. François Courtel

**Department List of Other Universities and Organizations
Collaborating with the University of Health Sciences (2007-2008)**

No	Country	University/Organization
1	Germany	- University of Münster - Fachklinik Hornheide, Dermatological Department - Dermatologikum Hamburg - Edinburgh Postgraduate Dental Institute, University of Edinburgh, Scotland.
2	Rep. of Korea	- Soon Chunyan University - Korea Cambodia Service Community - Ulsan University - Korea University
3	Japan	- Shinshu University, Faculty of Medicine - Tokyo Medical and Dental University, Faculty of Dentistry, Graduate School - FIDR Japan - JICA
4	RPD.Lao	Institut de la Francophonie pour la Médecine Tropicale
5	Mekong River Region	- Mahidol University, Faculty of Dentistry - Kunming Medical College, Faculty of Dentistry - University of Medicine and Pharmacy, Faculty of Odonto- stomatology - National University of Laos, Faculty of Medical Sciences - University of Odonto-stomatology in Hanoi - Can Tho University of Medicine and Pharmacy, Faculty of Dentistry
6	Norway	- University of Oslo
7	Singapore	DSO-National University of Singapore
8	Suisse	- Faculté de Médecine de l'Université de Zuirich
9	USA	- Texas State University-San Marcos - University of Washington

No	NGO/Foundation
1	Beat Richner Foundation
2	A&H Fujimoto Foundation
3	The Fred Hollows Foundation
4	Poland Embassy
5	ICC(International Cooperation in Cambodia) (Mr. Noel Ilagan)
6	OISDE(Organization of International Support for Dental Education) (Prof. Ia Kahi Miyata)
7	CIM(Central International of Migration) (Dr. Wolfgang Schmidtberg)
8	German Dentists Sponsorship H.DZ Göttingen, Germany (Dr. Klaus Winter)
9	Operation Smile Cambodia
10	SGH(Singapore General Hospital)
11	AOI(Aide Odontologique International)
12	OMF International Cambodia

Workshop on the Preparation of Strategic Plan
9-12 April, Sihanouk Ville



Group Work:
Dental Faculty Members



Group Work:
Admin & Finance Team



Group Work:
TSMC Faculty Members



Group Work:
Medical Faculty Members



Group Work:
HRD, MoH Team



Plenary Session:
Presentation of the Group Work

