



SLEUK RITH INSTITUTE
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The School of Genocide, Conflict and Human Rights Studies:
A Leading Center for Genocide Studies in Asia
Dedicated to Producing Future Leaders
to Create a Humane and Just World

Strategic Plan – 2015-2019

SCHOOL OVERVIEW

The Sleuk Rith Institute (SRI), established in 2014, is the permanent home of the Documentation Center of Cambodia (DC-Cam) and is poised to be the leading center for genocide studies in Asia. SRI comprises the School of Genocide, Conflict and Human Rights Studies; a Museum of Memory; and a Research Center. SRI builds upon DC-Cam's twenty years of experience, achievements and successes documenting and researching the Khmer Rouge regime's atrocities. SRI strives to train future leaders, focusing on promising young Cambodian men and women in particular, to ensure that the Khmer Rouge crimes against their people will never be forgotten and to foster justice and reconciliation in Cambodia and throughout the region.

The **School of Genocide, Conflict and Human Rights Studies** (School) takes pride in being the first academic institution of its kind in Cambodia and in Asia. The School aspires to educate and train students and young leaders who will fashion a humane, just, equitable and peaceful world and who will be catalysts for change in Cambodia, the region and around the globe.

The School also assists Cambodia with its efforts to integrate itself within the Association of Southeast Asian Nations (ASEAN). The School offers students a multi-disciplinary program that is essential to understanding and addressing the underlying issues affecting Cambodia's state-building imperatives. That program also is being designed to build respect for the mutually reinforcing principles of good governance, the rule of law and the enforcement of human rights, all of which are enshrined in ASEAN's Charter.

The School continues DC-Cam's innovative programming, which began in 2004 in high schools throughout Cambodia. That effort included the creation of a textbook and teachers' guidebook and conducting workshops aimed at making the history of the Khmer Rouge regime a meaningful part of the high school curriculum. In 2007, DC-Cam published the textbook, *A History of Democratic Kampuchea (1975-1979)*, which the Ministry of Education, Youth and Sport (the Ministry of Education) has officially endorsed as a core reference for high school teachers and students nationwide. In May 2011, the Ministry of





Education revised and incorporated portions of the textbook into its social studies curriculum for grades 9 to 12.

Between 2015 and 2019, the School will continue to enhance the existing high school program with a variety of activities. It also will add another key component of the elements that contributed to the development and evolution of the Khmer Rouge regime, the study of extremism and how it is marketed to capture and radicalize the hearts and minds of vulnerable human beings and to enlist them in campaigns of violence and terrorism. SRI's international advisors and educational staff recognize that the means and vehicles by which the minds and hearts of vulnerable and idealistic young people embark on the transitional road to extremism and radicalism have shifted from the 19th and 20th Centuries. The rise of extremist groups spawned by radical political and philosophical theories taught on college and university campuses has given way in the 21st Century to the carefully orchestrated deployment of social media campaigns that target and exploit the young and the vulnerable on the national, regional and global levels.

The School's curriculum will offer courses that explore and expose this new phenomenon of media-based radicalization and extremism and the anarchic and violent consequences to which it can lead. The SRI will also feature a Media Center whose experts will work closely with the School's educational staff and SRI's international advisors to produce media designed to counteract those campaigns. The School also will launch Certificate and Masters programs in Genocide, Conflict and Human Rights. Achieving these goals will require:

- Institutional expansion, including moving to a new building designed by the world-renowned London-based Zaha Hadid Architects;
- Capacity building for the School's faculty, the management team, and its administrative team;
- Financial sustainability by acquiring a sustainable portfolio of recurring grants and endowments;
- Academic expansion, including the creation of textbooks and the building and training of a faculty dedicated to excellence in teaching, research and scholarship in genocide, conflicts and human rights studies as well as ASEAN studies;
- Reinforcement and expansion of a support network at home and abroad, and
- Creation of a state-of-the-art library dedicated to fulfilling the School's vision and missions.

This strategic plan outlines our strategy to achieve these goals and to ensure that the School's faculty and graduates are well-positioned to contribute to the development of a civil society and democratic practices in ways equal to or better than students trained at the finest institutions in the region and around the world.

VISION

The School will be the leading center for the study of genocide, conflict and human rights in Asia. The school will be dedicated to societal leadership and will train future leaders with



the skills and knowledge essential to effectively nurture the rule of law, the promotion and protection of human rights, and the development of stable democratic institutions in Cambodia and around the world.

MISSION

In order to achieve the School's vision, SRI will pursue the following components of the School's overall mission:

- To foster peace, justice and reconciliation and to build a just, equitable, humane and peaceful global community founded upon social justice and sustainable development.
- To preserve the history and to honor the memory of those who died during or survived genocide and mass crimes in Asia and around the globe.
- To provide students with the opportunity to study the nature of genocide, conflict, extremism, and grave human rights violations, including their consequences and prevention.
- To develop students' academic research, analysis and communication skills to prepare them to become informed and ethical leaders and policy-makers.

STRATEGIES

To achieve its vision and missions, the School will seek to accomplish six major goals over the next four years.

1. Become the leading Cambodian center for incorporating historical studies of the Khmer Rouge regime into the high school curriculum

In close collaboration with the Ministry of Education, the School will continue to enhance the high school programming DC-Cam began in 2004. That programming provides the Ministry of Education with curriculum-based resources, ideas, recommendations and expertise to train high school teachers to objectively teach the history of the Khmer Rouge. To date, DC-Cam has worked closely with the Ministry of Education to train nearly three-thousand high school teachers from around the country who specialize in history, geography, Khmer studies and citizen morality. DC-Cam's work in high schools instills in students an ethical obligation to constructively and proactively participate in civil society in order to nurture peace and reconciliation, combat the spread of extremism and radicalization, and prevent future genocides. In fact, the high school program has become a mandatory national project of the Cambodian government's strategic imperative to help Cambodia recover from its genocidal past.

The School will continue to equip students with a comprehensive and critical understanding of the causes and psychology that contribute to the occurrence of genocide, its motives and ideologies, to help them become informed and ethical leaders and agents for change to



secure a more promising future. Specifically, the School will continue and enhance the following activities:

- Publishing and distributing additional copies of the textbook *A History of Democratic Kampuchea (1975-1979)*, including its translation into six languages: English, French, Vietnamese, Chinese, Japanese and Thai.
- Offering nationwide training workshops and annual teaching conferences for high school teachers on how best to teach in the areas of genocide, conflict studies and human rights, including the best techniques to insure quality teaching of the text *A History of Democratic Kampuchea (1975-1979)*.
- Conducting quality control on the effectiveness of teaching KR history in schools
- Offering training programs for police officers and members of the army.
- Collecting written personal histories of the Khmer Rouge genocide through teachers in their local villages.
- Conducting public education forums for teachers, students and parents.
- Inaugurating a genocide education memorial.

To ensure that these activities are achieved, the School will seek aid, input, ideas and recommendations from recognized international centers and institutions specializing in Holocaust and genocide studies and conflict resolution.

2. Launching A Certificate Program In Genocide, Conflict And Human Rights To Train Leaders To Create A Just, Equitable, Humane And Peaceful Society

The School will build on the success of its high school programs by offering an intensive, three-month (one semester) course leading to a **Certificate Program in Genocide, Conflict and Human Rights** for high school graduates and university students. The course will be offered two times per year. The goal of the certificate program is to train individuals with the skills to make positive contributions to Cambodia's future and to become leaders of their generation and role models for future generations in both government and private sectors. The Certificate will be granted by the Sleuk Rith Institute and accredited by the Ministry of Education, which has formally granted university status to the SRI.

The School will offer the first three-month certificate course in the summer of 2015. The intensive program will feature five courses taught by Cambodian and international experts. Classes will be held in the Building H in the National Institute of Education (NIE) in Phnom Penh.

Initially, the certificate program will enroll approximately 20 Cambodian and international students each semester. The number of students is expected to double over time. Students will take five courses for a total of 15 credits focused on genocide, conflict and human rights. The courses will explore strategies for genocide prevention, conflict resolution, reconciliation, and peace-building, as well as techniques for leadership development. To help make the certificate program financially sustainable, a sliding scale of fees will be charged for Cambodian and international students.

Students will be given three options to obtain their Certificate. A first option requires students to take all five courses, one of which is dedicated to research skills along with a required research paper.

A second option recognizes the School's commitment to research and allows students to take three classes and to complete a major research project in the area of genocide, conflict or human rights. That these options will provide flexibility to enhance enrollment, particularly for international students who are likely to be attracted to the program because of the research opportunities that SRI provides. This assumption is bolstered by DC-Cam's experience that most international students who apply for DC-Cam internships are interested in scholarly research activities.

A third option will focus primarily on international summer enrollees. Under this option, the student would take courses offered by institutions in the student's home country at SRI. Faculty coming to SRI with the students would teach these courses. The courses would be subject to approval by SRI to ensure that they meet SRI standards. Providing such an option is likely to attract significant numbers of international students who would benefit from exposure to local experiences and local resources while being able to complete courses required by their home institution. Students taking advantage of this option would also receive their certificate from SRI.

Instructors in the Certificate program will be leading scholars and practitioners in the field, and will serve as mentors for program participants. During the program, students will have access to the DC-Cam's research archives and publications, as well as to other primary and secondary resources for intellectual inquiry. Additionally, the program will provide an opportunity for students to apply for internships at SRI and other local non-profit and governmental agencies.

3. Launching A Master Degree Program In Genocide, Conflict And Human Rights Which Would Be The First Such Program Offered By Any Institution In Asia

In addition to the Certificate Program, the School will launch a Master of Arts (MA) program in Genocide, Conflict and Human Rights Studies. The program will train students to become well-informed experts in the fields of genocide, conflict and human rights and to become leaders capable of promoting Cambodia's future and a world devoid of genocide. The program will provide students the theoretical knowledge to engage in intellectually rigorous analysis, and will prepare them to teach or practice in this field of inquiry. Toward this end, the program will help students understand the psychological and other factors, including extremism and radicalization and how they are marketed to ensnare the vulnerable that contribute to genocide, conflict and grave human rights abuses. It also will equip them with knowledge, understanding, and deployable measures that can prevent, mitigate and eliminate them. In sum, the program seeks to promote genocide awareness generally and, in particular, awareness of Cambodia's genocidal past throughout Asia, where such awareness

is severely lacking. It is hoped that such awareness will be a catalyst for solutions to stem the tide of genocide around the globe.

The Master program will be a two-year program requiring students to successfully complete 40 credits which will be distributed as follows:

- Six required core courses totaling 18 credits
- Four elective courses totaling 12 credits
- Two colloquia totaling 4 credits
- Completion of an MA thesis totaling six credits

Units obtained through the successful completion of the School's Certificate Program will be transferrable to the MA program, thereby requiring the completion of an additional 25 rather than 40 credits (15 of which will have already been completed in the Certificate program). This will provide an incentive for students completing the Certificate program to advance to MA studies.

The School intends to launch the MA program with roughly 15-20 students by fall 2017 and to build the program over several years. It is projected that by 2020, the program will enroll approximately one hundred Cambodian students per year. In addition, the School will seek to recruit yearly approximately 20 international students, particularly students from Asia. A sliding scale of tuition fees will be charged adjusted to reflect household income levels for Cambodian and international students. It is projected that an enrollment of approximately 100 Cambodian and 20 international students each year will enable the School to be financially sustainable over the long term.

MA students will have access to internships, fellowships, scholarships and to DC-Cam's archives. In addition, the School will work with its international partners to ensure that the credits earned from the School are equivalent to those of foreign universities and are transferable.

4. Becoming The World's Largest Repository Of Khmer Rouge Archives and Asian Genocide Memorials Through The Creation Of A State-Of-The-Art Library

SRI's vision is to integrate the entire DC-Cam archives into the School's library in the hope that it will serve broader audiences at home and abroad. In addition, SRI plans to digitize the archives to make them accessible over the Internet. This vision is consistent with the School's overall educational vision, which views the library as a critical educational component that will provide research resources as well as spaces for study and research along with computer labs and audio/visual rooms.

In addition to its status as the world largest repository of Khmer Rouge archives, the School's library will be a repository for primary and secondary resources related to genocide, conflict and human rights in Cambodia, in Asia and around the globe, including those related to the Holocaust and other genocides. SRI has reached out to a number of

publishers of international journals seeking free access or subscriptions at reduced rates. The School will also work closely with established documentation centers in other Asian countries.

5. Establishing A System-Based Institution And Enhancing Capacity Building

To develop informed, competent and ethical leaders, the School must be operated professionally with a systems-based approach that includes a clear organizational structure, defined rules and regulations, and defined personnel roles and responsibilities. To this end, the School team will establish an effective and efficient management system by which the School is governed by a management team, overseen by a Board of Directors and advised on a regular basis by a board of volunteer advisers. In addition, human resource procedures will be established, detailing responsibilities and duties of those associated with the School. The School recognizes that in its efforts to create just and equitable communities, it must lead by example in the manner in which it operates.

The School prides itself on having competent and highly educated and engaged faculty, management, and staff. The School is dedicated to diversity and gender equality. All School personnel will be encouraged to pursue higher education abroad through the existing networks that DC-Cam has established over the past twenty years. Specifically, the following is expected of faculty, management and staff:

- Faculty: Faculty members are required to have at least a doctoral degree or graduate degree in law and to have published books or articles in internationally recognized journals. In addition, all faculty will be encouraged to pursue post-doctoral degrees, to engage in continuing scholarly research activities, and to work to obtain professorships. To enhance its academic prestige and visibility, the School will assist its faculty members to pursue higher education and to publish academic articles, papers and books.
- Management and Staff: Management and staff are expected to have attained at least a master's-level degree from an accredited institution in a developed country.
- All faculty, management and staff are expected to engage in volunteer and social justice-related work.

6. Expanding Existing Partnerships By Forging Additional Local, Regional And International Partnerships And Collaborations

Collaboration is a key to the School's success. In the past twenty years, DC-Cam has built an extensive network around the world, including working with many local and international organizations, governmental institutions and universities to realize shared goals. Globally, SRI has strong support from the United States government, including its State Department and Agency for International Development (USAID), along with support from other foreign governments, including Belgium, Denmark, Germany, Sweden, Switzerland and the Netherlands. Locally, DC-Cam maintains good relations with the

Cambodian government through its Ministries of Education, Culture and Fine Art, Tourism, Interior, and Foreign Affairs and International Cooperation. Continuing DC-Cam's approach of "strategic diplomacy", SRI will engage with the Cambodian government for positive change while maintaining SRI's core principles and independence. This approach will allow SRI to gain necessary expertise, resources and political support to achieve its vision, missions, and goals.

In addition, the School works with individual national, regional and international advisers who have an interest in Cambodia and who, on a voluntary basis, seek to assist SRI to achieve its goals. Many of these advisers have been sources of strength since DC-Cam's inception in 1995. They provide advice, direction and recommendations on a wide range of topics that enrich DC-Cam and will enrich SRI. For example, general advisers provide advice on the School's daily operation on a regular basis. A legal adviser provides advice on all legal issues related to school personnel to ensure that all work is done in compliance with applicable laws and regulations. Legal advisers will also be responsible for drafting, reviewing and negotiating all legal instruments, contracts and financial documents as well as other legal agreements related to the School's work.

These numerous networks and advisers help the School to secure international faculty on a voluntary basis or at a much reduced rate of compensation. International professors may come to teach at the School either through their home institution's assignment or while on sabbatical and often with sources of external funding. In addition, the School's networks lead to the signing of formal Memoranda of Understanding (MOUs) which provide additional resources to students, including internships, fellowships and scholarships to enhance and sustain the School's programs. Moreover, these MOUs often establish exchange programs and joint research projects. The School will seek to increase the number of such partnerships at home and abroad to further strengthen programming. In Cambodia, the School will seek to collaborate with private and public universities to create joint programs, to bring the School's courses to partner institutions and to have students at partner schools study at the School. At the present time, the School is exploring the possibility of relationships with universities and centers in the United States, Europe and the Asia-Pacific region as well as those in Cambodia, which might be potential partners and sources of international students for the School's programs.

CONCLUSION

For two decades, DC-Cam/Sleuk Rith Institute has worked on documenting and researching the Khmer Rouge atrocities in the quest for memory, justice, reconciliation and genocide prevention. We aspire to help establish a Cambodia and a world without genocide – a world that is devoid of conflict and respect of human rights. We understand, however, that this is a difficult task fraught with challenges that can only be overcome with patience and dedication to our core values and mission.

The development of SRI presents a unique opportunity. SRI has a mandate from the Cambodian government to pursue its vision and missions and to produce competent young



leaders for the next fifty years. The School of Genocide, Conflict and Human Rights Studies is a cornerstone of this endeavor.