

CamEd
Business School

2024 STRATEGIC PLAN AND ACTION PLANS



2024 STRATEGIC PLAN AND ACTION PLANS



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ABOUT THIS STRATEGIC PLAN AND ACTION PLANS

This strategic plan is approved on an annual basis by the Board of Trustees, guided by the President and incorporating input collected from internal sources and key stakeholders. Implementation of the plan is the responsibility of the President, with monitoring conducted by Internal Quality Assurance (IQA), the President and the Board of Trustees..

BOARD OF TRUSTEES



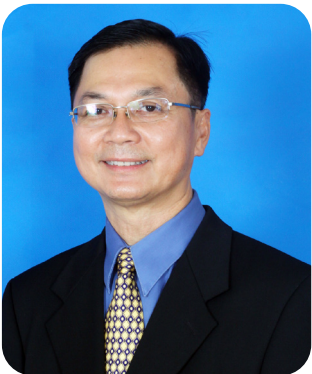
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VISION

To develop a community of business professionals performing on par with those in international business centers, taking initiatives as leaders, and upholding ethical standards.





MISSION

To provide higher education with a focus on business, leading to qualifications of international quality and recognition.

EDUCATIONAL PHILOSOPHY

CamEd Business School adopts the science of outcomes-based education as its educational philosophy. CamEd implements outcomes-based education in order to achieve the benefits of human capital theory.

Outcomes-Based Education

CamEd follows the principles of outcomes-based education by which learning outcomes are aligned with the current and future needs of employers and the economy. In outcomes-based education, CamEd uses the backward approach of curriculum design, starting with the skills required by employers, and then designing the program learning outcomes, teaching and learning activities, and assessment to achieve those learning outcomes. CamEd believes in research evidencing the effectiveness of outcomes-based education (Saha et al, 2023) and research showing the usefulness of outcomes-based learning in ensuring that higher education services are effective and relevant (An, 2014). Outcomes-based learning emphasizes practical application, aligning education with market demands and real-life experiences. CamEd encourages active learning through projects, simulations, and work placements.

Human Capital Theory

Our educational philosophy of outcomes based education is supported by human capital theory, the theory that an increase in human capital in the form of skills, abilities, and attitudes increases economic output. CamEd believes in research evidencing positive national economic growth from education (Agasisti et al, 2020; Burgess, 2016) as well as positive economic returns to individual students from higher education (Nathwani et al, 2020; Hastings et al, 2013; Walker et al, 2011). Therefore, in carrying out its mission of higher education, CamEd aims to contribute to both national and individual economic returns.

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Long-Term Goals to be Achieved/Maintained by the end of 2028

1. Produce significant numbers of graduates with skills comparable to professionals in international business centers.
2. Achieve social development through employment and work performance of graduates.
3. Improve business productivity and social development by sharing best business practices, publishing impactful business research, and supporting diversity and inclusivity.
4. Increase institute value to deliver sustainable financial returns that meet shareholder requirements.

GOAL #1

Produce significant numbers of graduates with skills comparable to professionals in international business centers.

STRATEGIC OBJECTIVES

1.1 Develop business skills in students via high-quality higher education services.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
1.1.1 Number of academic programs delivered by faculties	Faculties: 1 BA: 1 MSc: 0	Faculties: 1 BA: 1 MSc: 1	Faculties: 1 BA: 2 MSc: 1	Faculties 2: BA: 4 MSc: 1
1.1.2 Accreditation and ranking	Achieved AUN-QA accreditation & ISO certification.	ACBSP accreditation.	Renewal of AUN-QA accreditation for BA Renewal of ACC accreditation Renewal of QS Star Rating	Accreditation by the AACSB Institutional ranking by QS Stars Institutional ranking by Times Higher Education
1.1.3 Number of international exchange students	Number of CamEd Students sent abroad:00 Number of foreign students at CamEd:00	Number of CamEd Students sent abroad: 16 Number of foreign students at CamEd: 18	Number of CamEd Students sent abroad: 18 Number of foreign students at CamEd: 20	Number of CamEd Students sent abroad: 60 Number of foreign students at CamEd: 50
1.1.4 Number of new students	Total intake of 1,222 students: BA: 705 CAT: 144 ACCA: 373 MSc: NA Inter. Stud: 8	Total intake of 1,086 students: BA: 592 CAT: 103 MSc+ACCA: 391 Inter. Stud: 52	Total intake of 1,130 students: students: BA: 650 CAT: 100 MSc+ACCA: 380 Inter. Stud: 55	Total intake of 1,400 students: BA: 850 CAT: 50 MSc+ACCA: 450 Inter. Stud: 70
1.1.5 Percent of student retention rate	BA Y1: 89% Y2: 91% MSc: Y1: NA Y2: NA	BA Y1: 88% Y2: 94% MSc: Y1: 73% Y2: 65%	BA Y1: 93% Y2: 95% MSc: Y1: 70% Y2: 80%	BA Y1: 95% Y2: 96% MSc: Y1: 80% Y2: 90%
1.1.6 Number of graduates and on-time graduation rate	2016 BA intake: 254 (54%)	2019 BA intake: 485 (69%) 2020 BA intake: 357(65%)	2021 BA intake: 70% 2022 MSc intake: 68%	2025 BA: 578 graduates (85%) 2025 MSc: 230 graduates (80%)

1.2 Increase the academic potential of students admitted.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
1.2.1 Percent of BA students with high school grades A, B, C, D, E	CamEd	CamEd	CamEd	CamEd
	A: 3%	A: 6%	A: 6%	A: 10%
	B: 14%	B: 19%	B: 19%	B: 22%
	C: 21%	C: 27%	C: 27%	C: 32%
	D: 26%	D: 25%	D: 25%	D: 30%
	E: 35%	E: 20%	E: 20%	E: 6%
	National Ave.	National Ave.	National Ave.	National Ave.
	A: 1%	A: 1%	A: 1%	A: 3%
	B: 3%	B: 8%	B: 8%	B: 9%
	C: 8%	C: 21%	C: 21%	C: 24%
1.2.2 Average GPA of students	D: 20%	D: 34%	D: 34%	D: 37%
	E: 69%	E: 36%	E: 36%	E: 27%
	BA Year 1: 2.28	BA Year 1: 2.53	BA Year 1: 2.7	BA Year 1: 3.0
	BA Year 2: 2.30	BA Year 2: 2.77	BA Year 2: 2.9	BA Year 2: 3.0
	BA Year 3: 2.39	BA Year 3: 2.54	BA Year 3: 2.7	BA Year 3: 3.0
	BA Year 4: 2.32	BA Year 4: 2.65	BA Year 4: 2.7	BA Year 4: 3.0
	MSc Year 1: NA	MSc Year 1: 2.27	MSc Year 1: 2.4	MSc Year 1: 2.7
	MSc Year 2: NA	MSc Year 2: 2.09	MSc Year 2: 2.4	MSc Year 2: 2.7

GOAL #2

Achieve social development through employment and work performance of graduates.

STRATEGIC OBJECTIVES

2.1 Achieve social impact by supplying skilled human capital to support business.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
2.1.1 Employment rate after completing studies	Within: 6 mo.: 95%. 3 mo.: 89% 0 mo.: 68% REF: - 3 & 6 month: HERE - 0 Mo: HERE	2022 Within: 6 mo.: 98% 3 mo.: 97% 0 mo.: 86% REF: HERE December 2023 by: July 1: NA% April 1: NA% Jan 1: 77.44% (30th Nov-Progressing) REF: HERE 0 mo. = Dec 31 of the previous year	December 2024 graduates will be employed by July 1: 95% April 1: 80% Jan 1: 65%	December 2028 graduates will be employed by July 1: 95% April 1: 90% Jan 1: 75%
2.1.2 Number of fresh graduates joining international companies or organizations	2019 BA Gra Within: 6 mo.: 61.22% [150/245] 3 mo.: 60.78% [141/242] 0 mo.: 61.98% [119/192]	2023 BA Graduates Within: 6 mo.: N/A 3 mo.: N/A 0 mo.: 69.58% [231/332]	Within: 6 mo.: 70% 3 mo.: 67% 0 mo.: 65%	Within: 6 mo.: 73% 3 mo.: 69% 0 mo.: 65%
2.1.3 Student satisfaction of employment on a scale of 1-7	Months after completion: 36: 5.72, n= 86 24: 6.10, n= 10 0-12: 5.70, n= 158	Months after completion: 36: 5.59, n=105 24: 5.50, n=146 0-12: 5.36, n=205 External Study	Months after completion: 36: 5.85 24: 5.85 0-12: 5.85 External Study	Months after completion: 36: 6.1 24: 6.1 0-12: 6.1
2.1.4 Percent of students rating employment “good” or “excellent”	70% n = 158	Months after completion: 36: 54% 24: 57% 0-12: 49% External Study	Months after completion: 36: 70% 24: 70% 0-12: 80%	Months after completion: 36: 75% 24: 86% 0-12: 90%

2.2 Achieve social impact by ensuring that students learn skills aligned with the needs of employers.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
2.2.1 Employer satisfaction of graduate quality on a scale of 1-7	5.14 n=7	5.75 n = 35 External Study	Months after completion: 36: 5.85 24: 5.85 0-12: 5.85	Months after completion: 36: 6.1 24: 6.1 0-12: 6.1
2.2.2 Percent of employers rating graduates “good” or “excellent”	29% n=7	50% n = 35 External Study	Months after completion: 36: 70% 24: 70% 0-12: 80%	Months after completion: 36: 75% 24: 86% 0-12: 90%
2.2.3 Employer rating of graduates’ management potential	NA	NA	2021 Graduates: 5.0 2022 Graduates: 5.2	2025 Graduates: 5.8 2026 Graduates: 6.0

GOAL #3

Improve business productivity and social development by sharing best business practices, producing impactful business research, and supporting diversity and inclusivity.

STRATEGIC OBJECTIVES

3.1 Enhance academic staff teaching skills, qualifications, and professional experience.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
3.1.1 Percent of academic staff with doctorates and professional qualifications (PQ)	Doctorate: 42% (14/33) PQ: 21% (7/33)	Doctorate: 50%+ (20/40) PQ: 27% (11/40)	Doctorate: 55% Masters+PQ: 26%	Doctorate: 65% Masters+PQ: 30%
3.1.2 Average student evaluations of lecturers on a scale of 1-7.	6.35 n = 5807	6.46 n = 6633	6.2+	6.3+

3.2 Increase the impact of research and recommendations to improve policies and practices

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
3.2.1 Number of research papers published in international peer-reviewed journals	Number: 28 SCOPUS: 0	Number: 29 SCOPUS: 1	Number: 30 SCOPUS: 1	Number: 40 SCOPUS: 5
3.2.2 Number of public forums and/or conferences hosted by CamEd	Employer roundtable: 2 Research symposium: 0	Employer roundtable: 2 Research symposium: 1	Employer roundtable: 2 Research symposium: 1	Employer roundtable: 2 Research symposium: 1
3.2.3 Number of government and industry publications with authorship or contribution by CamEd academic staff.	Government: 1 Industry: 0 Reference:	Government: 5 Industry: 0 Reference:	Government: 6 Industry: 3 Reference:	Government: 10 Industry: 10 Reference:
3.2.4 Employer, alumni, and peer rating of research relevance to local industry needs	NA	NA	5.5	6.0

3.3 Provide diverse and inclusive community service.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
3.3.1 Percent of ethnic minority community members	Academic staff: X% Non-academic staff: X% Students: X%	Academic staff: X% Non-academic staff: X% Students: X%	Academic staff: X% Non-academic staff: X% Students: X%	Academic staff: X% Non-academic staff: X% Students: X%
3.3.2 Percent of female and LGBTQ	Staff: X% Student club leadership: X%	Staff: X% Student club leadership: X%	Staff: X% Student club leadership: X%	Staff: X% Student club leadership: X%
3.3.3 Number of community outreach activities conducted	NA	NA	TBU	TBU
3.3.4 Percent of scholarships awarded to students from low-income communities	NA	NA	Percent of scholarships to students from rural provinces: X%	Percent of scholarships to students from rural provinces: X%

GOAL #4

Increase institute value to deliver sustainable financial returns that meet shareholder requirements

STRATEGIC OBJECTIVES

4.1 Improve CamEd services, facilities, and processes to support students, academic staff, and support staff

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
4.1.1 Student satisfaction rating of CamEd on a scale of 1-7	Percent of students who would recommend CamEd: 83% Departments: 5.44 Facilities: 5.20 Student Clubs: 5.29	Percent of students who would recommend CamEd: 90% Departments: 6+ Facilities: 6+ Student Clubs: 5.8+	Percent of students who would recommend CamEd: 90% Departments: 6.2+ Facilities: 6.3+ Student Clubs: 5.8+	Percent of students who would recommend CamEd: 90% Departments: 6.3+ Facilities: 6.4+ Student Clubs: 6+
4.1.2 Support staff engagement score on a scale of 1-7.	E-Score: 6.30 Components: 1. Challenge: 6.10 2. Excellence: 6.08 3. Mission: 6.47 4. Recommend: 6.54	E-Score: 6.38 Components: 1. Challenge: 6.34 2. Excellence: 6.53 3. Mission: 6.61 4. Recommend: 6.03	E-Score: 6.3+ Components: 1. Challenge: 6.3+ 2. Excellence: 6.3+ 3. Mission: 6.6+ 4. Recommend: 6.1+	E-Score: 6.4+ Components: 1. Challenge: 6.4+ 2. Excellence: 6.4+ 3. Mission: 6.5+ 4. Recommend: 6.2+
4.1.3 Academic staff engagement score on a scale of 1-7.	E-Score 6.32 Components: 1. Challenge: 6.25 2. Excellence: 6.06 3. Mission: 6.62 4. Recommend: 6.34	E-Score 6.68 Components: 1. Challenge: 6.66 2. Excellence: 6.75 3. Mission: 6.73 4. Recommend: 6.61	E-Score: 6.5+ Components: 1. Challenge: 6.5+ 2. Excellence: 6.5+ 3. Mission: 6.5+ 4. Recommend: 6.5+	E-Score: 6.5+ Components: 1. Challenge: 6.5+ 2. Excellence: 6.5+ 3. Mission: 6.5+ 4. Recommend: 6.5+
4.1.4 Relocate to self-constructed facilities	NA	Acquire land holdings	Finalize required land holdings	Move into new facilities

4.2 Achieve sustainable operational efficiency and profitability.

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
4.2.1 3-year running mean growth in operating profit, adjusted for fair value gains and losses	Achieved: 18% 2017: 45% 2018: 16% 2019: -6%	Achieved: 13% 2021: 10% 2022: 17% 2023: 11%	13% 2022: 17% 2023: 11% 2024: 12%	15% 2026: 15% 2027: 15% 2028: 15%
4.2.2 3-year running mean growth in net profit, adjusted for fair value gains and losses	Achieved: 17% 2017: 45% 2018: 18% 2019: -11%	Achieved: 13% 2021: 19% 2022: 7% 2023: 14%	11% 2022: 7% 2023: 14% 2024: 12%	15% 2026: 15% 2027: 15% 2028: 15%
4.2.3 3-year running mean net profit margin, adjusted for fair value gains and losses and interest income	Achieved: 19% 2017: 21% 2018: 22% 2019: 15%	Achieved: 26% 2021: 27% 2022: 24% 2023: 27%	27% 2022: 24% 2023: 27% 2024: 30%	30% 2026: 30% 2027: 30% 2028: 30%
4.2.4 3-year running median growth in net operating cash flow	Achieved: -6% 2017: 191% 2018: -6% 2019: -9%	17% 2021: 58% 2022: 17% 2023: 7%	12% 2022: 17% 2023: 7% 2024: 12%	15% 2026: 15% 2027: 15% 2028: 15%

4.3 Enhance the value of the CamEd brand as a premium, aspirational brand

Indicators	2019 Baseline	2023 Achievement	2024 Target	2028 Target
4.3.1 Average annual net tuition income	BA: \$2,779 MSc. course: NA Dip. course: \$527	BA: \$3,924 MSc. course: \$677 Dip. course: \$578	BA: \$4,318 MSc. course: \$745 Dip. course: \$607	BA: \$6,319 MSc. course: \$1,089 Dip. course: \$735
4.3.2 Alumni rating of CamEd	NA	NA	5.6	6.1
4.3.3 Employer rating (on a scale of 1-7) and ranking of CamEd among all business schools in Cambodia	NA	NA	Rating: 5.5 Ranking: No. 1	Rating: 6.0 Ranking: No. 1





2024

ACTION PLANS

BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Progress is made towards a vision and mission that are clear, valid and reflect the resources and capacity of CamEd Business School.

Indicator	2023 Baseline	2024 Target
1. The vision and mission ensure that CamEd is at the top, leading the industry.	A review of the values and mission to ensure that these still reflect the vision was conducted.	Conduct a review of the values and mission to ensure that these still reflect the vision
2. An annual strategic and action plan is prepared.	A 2023 Annual Strategic and Action Plans were prepared and approved.	A 2024 Annual Strategic and Action Plans are prepared and approved.
3. Targets are met or exceeded.	24/34=71%	24/33= 73%

OBJECTIVE #2

Oversee the financial performance, financial position, and financial reporting controls of CamEd Business School.

Indicator	2023 Baseline	2024 Target
1. There is an appropriate annual budget to be approved on time.	A 2023 budget was reviewed and approved.	A 2024 budget is reviewed and approved.
2. A set of financial statements is prepared.	The 2023 financial statements were prepared by the CFO, approved by the President, submitted to the Audit Committee, then finally approved by the Board.	The 2023 financial statements are first prepared by the CFO, approved by the President, submitted to the Audit Committee, then finally approved by the Board.
3. A management accounting report is prepared.	A management accounting report was prepared and submitted to the Board.	A management accounting report will be prepared and submitted to the Board.
4. Appointment of external auditor is conducted.	The external auditor was appointed by the shareholder[s].	Appointed by the shareholder[s].
5. The annual internal audit report is reviewed.	An annual internal audit report was prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.

OBJECTIVE #3

Be accountable for CamEd Business School's performance.

Indicator	2023 Baseline	2024 Target
1. Report performance to shareholders and relevant stakeholders.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report shall be prepared and disseminated. A financial report shall be prepared for the shareholder.

OBJECTIVE #4

Improve and evaluate board and executive performance.

Indicator	2023 Baseline	2024 Target
1. Engagement scores of board members on a scale of 1-5.	4.88	4.6+
2. Evaluate the performance of the President on a scale of 1-7.	7	6.5+
3. Evaluate the performance of the Board.	An internal evaluation was conducted.	Conduct an internal and external evaluation.
4. A timeline of board meetings and tentative agenda items are prepared for the following year.	A 2024 timeline was prepared and approved.	A 2025 timeline shall be prepared by the end of the year.

OBJECTIVE #5

Oversee the risk management process of CamEd Business School.

Indicator	2023 Baseline	2024 Target
1. Risk management framework is annually reviewed.	The risk framework was reviewed by the risk committee.	By the end of the first quarter.
2. Risk management reports are reviewed.	A semesterly report from IQA-IA was submitted to the risk committee and presented in the Board meeting.	A semesterly report from IQA-IA is submitted to the risk committee.

IQA AND IA DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the alignment of the Curriculum.

Indicator	2023 Baseline	2024 Target
1. Alignment of the curriculum: PLOs, CLOs, LLOs and assessment methods	Course Specification review reports on BAF Curriculum	NA
	NA	MSc alignment reports to Curriculum Committee in April
2. Benchmarking reports	Benchmarking report: BAF	Benchmarking reports: BAF and MSc programs

OBJECTIVE #2

Review the admission results to evaluate the quality of new intakes.

Indicator	2023 Baseline	2024 Target
1. Admission results analysis report	Recommendations for Admissions	Recommendations for Admissions

OBJECTIVE #3

Review the policies, procedures, action plans and strategic plan before submitting to the President and/or Board.

Indicator	2023 Baseline	2024 Target
1. Review of the policies and procedures of all departments, committees, faculty council	Policy review reports	Policy review reports
2. Review of the strategic plan, all action plans, and annual report before submitting them to the President and/or Board	Strategic Plan 2023, action plans and annual report submission	Strategic Plan 2024, action plans and annual report submission

OBJECTIVE #4

Review the HR, Physical, and Financial Resources to evaluate the adequacy and quality.

Indicator	2023 Baseline	2024 Target
1. Monitoring and evaluation report on the adequacy and quality of the HR resources.	N/A	M&E Report
2. Monitoring and evaluation report on the adequacy and quality of the Physical resources.	N/A	M&E Report
3. Monitoring and evaluation report on the adequacy of the Financial resources.	N/A	M&E Report

OBJECTIVE #5

Strengthen the capacity and awareness of the IQA, QET teams, and academic staff.

Indicator	2023 Baseline	2024 Target
1. Number of QET members attending a capacity building workshop	85% QET members	85% QET members
2. Number of QET members and academic staff attending a sharing session on AACSB standards and requirements	85% QET members 50% Academic staff	85% QET members 50% Academic staff
3. Number of IQA staff attending training by ACC and MoEYS	3 staff	3 staff
4. Number of professional trainings for IQA staff	4 ACCA courses	2 ACCA courses 1 data analytics course 40-hour CPD for ACCA Member
5. Number of IQA staff attending AACSB conference	2 staff attend AACSB Asia Pacific conference in June	2 staff attend AACSB Asia Pacific Conference
6. Number of IQA staff attending ACBSP annual conference	2 staff attend ACBSP annual conference-Chicago	2 staff attend ACBSP Regional Annual Conference - Vietnam
7. Number of IQA staff attending AUN-QA Training	1 staff attends OBE Training 2 staff attend the AUN-QA conference	1 staff attends AUN-QA Tier 3
8. Number of IQA staff pursuing a higher education degree	2 staff pursue doctoral degree	1 staff pursues DBA - Year 1

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

Conduct institutional evaluations by faculty, support staff, and students.

Indicator	2023 Baseline	2024 Target
Submission of Institutional Evaluation Reports	Annual institutional evaluation reports on time	Annual institutional evaluation reports on time

OBJECTIVE #2

Monitor and evaluate the Quality of Teaching and Learning.

Indicator	2023 Baseline	2024 Target
2.1. Number of major assessments reviewed	30% of major assessments	30% of major assessments
2.2. Number of faculty observations by IQA-IA	50% of academic staff	50% of academic staff
2.3. Integrated report on faculty evaluation by students, student assessments, student self-evaluation of CLOs, classroom observation by Faculty Council	Report on Strengths, Areas for Improvement, and Recommendations to the academic staff	Report on Strengths, Areas for Improvement, and Recommendations to the academic staff

OBJECTIVE #3

Monitor and evaluate the quality of the student support services.

Indicator	2023 Baseline	2024 Target
1. Report on the quality of student support services	Review report on student support services	Review report on student support services

OBJECTIVE #4

Ensure the staff and student complaints are resolved in a timely manner.

Indicator	2023 Baseline	2024 Target
1. Number of staff and student complaints responded	50% of staff and student complaints are responded to within 7 days.	50% of staff and student complaints are responded to within 7 days.

OBJECTIVE #5

Ensure compliance with the standards and requirements of accrediting agencies and relevant authorities.

Indicator	2023 Baseline	2024 Target
1. Degree of compliance with AUN-QA standards and requirements	N/A	AUN-QA SAR acceptance
2. Degree of compliance with ACC standards and requirements	N/A	ACC SAR acceptance
3. Degree of compliance with ACBSP notes	N/A	ACBSP notes acceptance
4. Degree of compliance with AACSB standards and requirements	Eligibility report acceptance	Mentor confirmation of improvement by 50%
5. Degree of compliance with QS Stars Rating standards and requirements	QS Stars Rating report	4 Stars
6. Degree of compliance with HEMIS, DSR, DHE	Reports two times per year	Reports two times per year
7. Degree of compliance with ISO	Compliance report	Compliance report
8. Degree of compliance with external auditors	Compliance report	Compliance report
9. Degree of compliance with internal auditors	Compliance report	Compliance report

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

Monitor and evaluate the quality of outputs.

Indicator	2023 Baseline	2024 Target
1. Student self-evaluation of PLOs report	Report submitted at the end of the year.	Report submitted at the end of the year
2. Reports on the retention rate, attrition rate, graduation rate, and employment rate	Reports submitted on time	Reports submitted on time
3. Reports on the student, academic staff, support staff, alumni and employer satisfaction	Reports submitted on time	Reports submitted on time
4. Report on Presentations of research papers to stakeholders	Research output monitoring report	Research output monitoring report
5. Report on Research publications by academic staff on average	Research output monitoring report	Research output monitoring report

OBJECTIVE #2

Coordinate the sharing of departmental good practices, area for improvement and recommendations for improvement.

Indicator	2023 Baseline	2024 Target
1. Number of participants in Sharing session of good practices of each department	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.
2. Recommendations for departmental improvement	Recommendations to departments	Recommendations to departments

OBJECTIVE #3

Obtain national, regional, and international accreditations, certification, or membership.

Indicator	2023 Baseline	2024 Target
1. ACBSP accreditation maintenance	In progress	ACBSP Notes completed
2. AUN-QA re-certification	AUN-QA SAR	AUN-QA re-certification
3. ACC re-accreditation	ACC SAR	ACC re-accreditation
4. AACSB accreditation	Unit of Accreditation Application Eligibility Application	AACSB eligibility accepted Initial Self-Evaluation Report

OBJECTIVE #4

Evaluate the IQA Department performance

Indicator	2023 Baseline	2024 Target
1. IQA performance evaluation (Based on Institutional Evaluation)	6.0+	6.0+

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Monitor and evaluate students' career advancement.

Indicator	2023 Baseline	2024 Target
1. Tracer study report	Tracer study report in Oct	Tracer study report in Oct
2. Review report on career advancement	Review report submitted on time	Review report submitted on time

OBJECTIVE #2

Evaluate the social impacts of the academic programs and the school.

Indicator	2023 Baseline	2024 Target
1. Reports on contributions by alumni and faculty members	NA	Report submitted on time

INTERNAL AUDIT ACTION PLAN

OBJECTIVE #1

Ensure the reliability and integrity of the financial and operational information.

Indicator	2023 Baseline	2024 Target
1. Review of the accounting and financial transactions relevant to the financial statements to determine if there are sufficient controls over the cycles.	Report on the implementation of accounting policies, procedures & guidelines.	Report on the implementation of accounting policies, procedures & guidelines
2. Review of cash and deposit reconciliation on a date randomly selected.	1. 30 Mar 23 2. 20 Jul 23 3. 27 Oct 23	3 Spot Check

OBJECTIVE #2

Review the effectiveness of the financial management system in each department.

Indicator	2023 Baseline	2024 Target
1. Validation report on the explanation of budget variances.	Budget variance report and response	Budget variance report and response
2. Submission of an annual internal audit report to the Audit Committee and BoT.	The report was submitted to the Audit Committee and BoT in January.	The report will be submitted to the Audit Committee and BoT in January.

OBJECTIVE #3

Conduct an internal audit to assess risks that affect the operation of CamEd Institute.

Indicator	2023 Baseline	2024 Target
1. Report on the risk assessment	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and presented to the Board in the meeting.	Risk assessment reports from 100% of departments are submitted to the VP for IQA-IA in June and December.

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Review the curriculum and program specification for conformity with the vision and mission of the school.

Indicator	2023 Baseline	2024 Target
1. Review the curricula for conformity with the vision and mission.	Achieved	Conformity review will be conducted

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2023 Baseline	2024 Target
1. Solicit feedback and input from alumni, employers, academic staff and students on the relevance of the curriculum.	1. Meeting with 8 employers 2. Meeting with 13 alumni 3. Meeting with 27 students 4. Survey with 14 academic staff	1. Meetings with 10+ key employers 2. Meetings with 10+ alumni 3. Survey employers 4. Survey alumni
2. Conduct external review of the program specification.	Achieved with curriculum revision	To achieve
3. Benchmark the program specification with international universities.	Achieved.	NA
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG.	To review by August 2023.
5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by Dr. Prum Virak in October 2023.	To be reviewed by a firm in August 2023.

OBJECTIVE #3

Draft new program specifications..

Indicator	2023 Baseline	2024 Target
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employers.	Achieved	NA
2. Review feasibility and establish timelines for additional academic degrees and diplomas	Discussed in the Board Meeting	To achieve

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2023 Baseline	2024 Target
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Achieved	Participate in 1+ workshops, training, or higher education related to curriculum development.

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Produce qualified students by delivering high quality lecturing, assignments and assessments.

Indicator	2023 Baseline	2024 Target
1. Student evaluation of lecturer quality.	lecturer evaluations were as follows: JJ2023 BA Evaluation 1: 6.44 BA Evaluation 2: 6.51 ACCA/CAT Eval 1: 6.30 ACCA/CAT Eval 2: 6.41 JD2023 BA Evaluation 1: 6.49 BA Evaluation 2: 6.52 ACCA/CAT Eval 1: 6.32 ACCA/CAT Eval 2: 6.42	Average lecturer evaluations were as follows: JJ2023 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2023 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	Overall score: ACCA/CAT Lecturers = 6.73 BA Lecturers = 6.73	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+
3. Average bachelor student self-study hours per lecture hour.	1.26	1.4
4. International pass rates for exams embedded in the bachelor program.	Pass rates ½ or more of international pass rates for 2 out of 5 subjects.	Pass rates ½ or more of international pass rates for 4 out of 5 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	Pass rates 2/3 or more of international pass rates for 6 out of 11 subjects.	Pass rates 2/3 or more of international pass rates for 8 out of 11 subjects.
6. Student evaluation of the integrity of exams.	JJ23 Midterm: 6.40 JJ23 Final: 6.26 JD23 Midterm: 6.35 JD23 Final : 6.39	JJ23 Midterm: 6.1+ JJ23 Final: 6.1+ JD23 Midterm: 6.1+ JD23 Final : 6.1+
7. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 88% Second year continuation 94% Third year continuation: 97%	First year continuation: 90% Second year continuation 90% Third year continuation: 90%
8. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	To achieve

OBJECTIVE #2

Ensure that courses both adhere to the curriculum and also address needs of expected employers of students.

Indicator	2023 Baseline	2024 Target
1. Lecturers review and participate in the revision of their course specifications.	Achieved	Achieved
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved
3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 77% 2 or more workshops = 66% 3 or more workshops = 59%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+
4. Percentage of BA except Foundations lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	96%	100%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 77% 2 or more key employers: 66% 3 or more key employers: 59%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2023 Baseline	2024 Target
1. Review and enhance Faculty's Council policies.	Achieved	To Achieve
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	100%	100%
3. Percentage of lecturers who have completed a self-assessment and self-development plan.	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 100% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One workshop: 100% Two workshops: 87% Three workshops: 82%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Produce qualified students by delivering high quality lecturing, assignments and assessments.

Indicator	2023 Baseline	2024 Target
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2023 Evaluation 1: 6.32 Evaluation 2: 6.44 JD2023 Evaluation 1: 6.49 Evaluation 2: 6.53	JJ2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	BA Lecturers: JJ23 = 6.68 JD23 = 6.66	BA Lecturers: JJ23 = 6+ JD23 = 6+
3. Average Foundation Year student self-study hours per lecture hour.	1.19	1.4
4. Student evaluation of the integrity of exams.	JJ2023 midterm: FY only: 6.29 JJ2023 final: FY only: 6.23 JD2023 midterm: FY only: 6.29 JD2023 final: FY only: 6.28	JJ2023 midterm: FY only: 6+ JJ2023 final: FY only: 6+ JD2023 midterm: FY only: 6+ JD2023 final: FY only: 6+
5. Retention rate as measured by percent of students continuing to the new academic year.	88%	100%
6. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	To achieve

OBJECTIVE #2

Ensure that courses both adhere to the curriculum and also address needs of expected employers of students.

Indicator	2023 Baseline	2024 Target
1. Foundation Year lecturers review and participate in the revision of their course specifications.	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specifications.	Achieved	To achieve

3. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	96%	100%
4. Percentage of Foundation Year lecturers who have met with key industry employers.	1 or more key employers: 10/13 = 76% 2 or more key employers: 9/13 = 69% 3 or more key employers: 6/13 = 46%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2023 Baseline	2024 Target
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	Achieved	To achieve
2. Percentage of Foundation Year lecturers who have completed at least 36 hours of continuing professional development in their field of study.	100%	80%
3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	100%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 100% 2 workshops: 84% 3 workshops: 60%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2023 Baseline	2024 Target
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	Achieved	5 Admissions test
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	Achieved	To achieve

CENTER FOR BUSINESS RESEARCH (CBR)

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

To produce relevant, high quality research in the field of business.

Indicator	2023 Result	2024 Target
1. Number of faculty in AACSB categories.	NA	- SA=37% - SP=18% - PA=6% - IP=27% - A=12%
2. Percentage of faculty submitting research papers to JAFESS.	JJ2023 - F-T faculty: 11% - Adjct faculty: 20% JD2023 - F-T faculty: 8% - Adjct faculty: 10%	JJ2024 - SA: 80% - SP: 10% JD2024 - SA: 80% - SP: 10%
3. Number of research publications in JAFESS.	JJ2023 - Proposals: 14 - Literature rev: 10 - Final papers: 7 - Papers published in JAFESS: 6 JD2023 - Proposals: 7 - Literature rev: 5 - Final papers: 3 - Papers published in JAFESS: 5	JJ2024 - Proposals: 10 - Literature rev: 10 - Final papers: 5 - Papers published in JAFESS: 5 JD2024 - Proposals: 10 - Literature rev: 10 - Final papers: 5 - Papers published in JAFESS: 5
4. Number of research publications in other peer-reviewed journals or books.	NA	- Scopus: 5 - ABDC: 0 - Elsevier, Springer, Emerald, JStor, etc.: 0 - Editorial-peer reviewed chapters: 0 - Other peer-reviewed: 1
5. Number of student research papers presented at conferences or journals.	JJ2023 + JD2023 - Research Series: 4 - Intern'l Research Symposium 2023: 8	JJ2024 + JD2024 - Research Series: 8 - Intern'l Research Symposium: 4
6. Number of research collaborations through CamEd Faculty Research Grants.	NA	- Internal: 5 - External: 2

OBJECTIVE #2

To enhance the impact of research with dissemination, publication, and publicity.

Indicator	2023 Result	2024 Target
1. JAFESS publication is available in both printing and on CamEd-JAFESS website.	Achieved Ref. Link	JJ24: In print: CamEd website:... JD24: In print: CamEd website:...
2. Number of faculty members presenting research papers in local and intern'l events.	39	- Local: 30% - Intern'l: 10%
3. Number of students presenting research papers in local events.	JJ2023 + JD2023 Research Series + International Research Symposium 2023: 8 student research papers	20
4. Number of students presenting research papers in events in ASEAN nations supported by student research grants.	NA	0
5. Number of public conferences, workshops, seminars, or forums hosted by CamEd to disseminate research papers.	- Research Series: 4 - Research Symposium: 4	- Research Training Series: 2 - Research Symposium: 1
6. Number of Government and industry publications with authorship or contribution by CamEd academic staff.	- Government: 1 - Industry: 0	- Government: 3 - Industry/organization: 1
7. Number of student papers presented in public conferences, workshops, seminars, or forums hosted by CamEd.	JJ2023 + JD2023 Research Series + International Research Symposium 2023: 8 student research papers	9
8. Number of citations of articles or conference proceedings of CamEd faculty.	Citations: 5	10
9. Number of opinion pieces in high-quality newspapers or social media outlets.	NA	Opinion pieces: 5

OBJECTIVE #3

To manage research, grants, and publication efficiently, fairly and transparently.

Indicator	2023 Result	2024 Target
1. Develop policies and procedures to manage research, grants and publication efficiently and fairly.	Research policy approved	Research policy revised Research grant guideline approved
2. Overall quality of the research paper rated by peer reviewer.	NA	5.8+
3. Overall quality of the review rated by author.	NA	5.8+

OBJECTIVE #4

To transform JAFESS into an internationally recognized journal in its fields of accounting, finance, economics, and social sciences.

Indicator	2023 Result	2024 Target
1. Purchase of ISSN for JAFESS	Already achieved in 2020.	NA
2. JAFESS website	NA	Separate CBR from CamEd website
3. Digital Object Identifier (DOI) for JAFESS and global persistent identifier for CamEd as a research organization / publisher.	NA	Achieved
4. ASEAN indexing of JAFESS	NA	NA
5. International indexing of JAFESS	NA	International indexing bodies: 5
6. Number of international members of JAFESS Editorial Board and international peer reviewers	NA	- Advisory Board: 4 - Editorial Board: 2 - Peer reviewers: 5

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2023 Result	2024 Target
1. Faculty and student satisfaction of LSC support services Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	6.27	6+
2. Faculty member-LSC staff ratio End of year, ratio of bachelor program academic staff to LSC staff.	2:61:1 JJ23: 47/18 JD23: 47/18	2:1

OBJECTIVE #2

Ensure high quality study materials aligned with course specifications and adhered to the curriculum.

Indicator	2023 Result	2024 Target
1. Alignment of lecture notes with course specification Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved Ref. Cross-Check Report	Student Satis: 6.0
2. Alignment of actual lessons and assessments with course specification Ensure lessons, assessment and materials conform to the course specification.	Achieves	Student Satis: 6.0

OBJECTIVE #3

Ensure effectiveness and reliability of faculty evaluation by students

Evaluate teaching quality and report feedback to both faculty members and management in a timely manner.

Indicator	2023 Result	2024 Target
1. Dates of faculty evaluation by students Date of conducting faculty evaluation for 100% of courses.	JJ2023 (achieved) Evaluation 1: Mar Evaluation 2: May JD2023 (achieved) Evaluation 1: Aug Evaluation 2: Oct Ref. Faculty Evaluation	JJ2024 Evaluation 1: Feb Report: Mar Evaluation 2: Apr Report: May JD2024 Evaluation 1: Aug Report: Sep Evaluation 2: Oct Report: Nov

2. Number of students completing the faculty evaluation form	NA	JJ2023 Evaluation 1: 30% Evaluation 2: 30% JD2023 Evaluation 1: 30% Evaluation 2: 30%
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OBJECTIVE #4

Administer high quality examinations and grading in accordance with the course specifications

Deliver high quality examinations and grading in line with course specifications for students in a timely manner.

Indicator	2023 Result	2024 Target
1. Dates of exam submission for all courses Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2023 (achieved) Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2023 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2023 Draft midterm: 100% on time Midterm: 100% on time Draft final: 100% on time Final: 100% on time JD2023 Draft midterm: 100% on time Midterm: 100% on time Draft final: 100% on time Final: 100% on time
2. Assessment validity and reliability (assignment and exam based on the course specification and rubric)	NA	Number of major assessments reviewed: 80%
3. Exam integrity as determined by student survey on a 1-7 scale	JJ2023 midterm: FY only: 6.29 BA (excluding FY): 6.40 JJ2023 final exam: FY only: 6.23 BA (excluding FY): 6.26 JD2023 midterm exam: FY only: 6.29 BA (excluding FY): 6.35 JD2023 final exam: FY only: 6.28 BA (excluding FY): 6.39 Ref. BA Exam Integrity	JJ2024 midterm: BA-Y1: 6+ BA-Y2-4: 6+ JJ2024 final: BA-Y1: 6+ BA-Y2-4: 6+ MSc: 6+ JD2024 midterm: BA-Y1: 6+ BA-Y2-4: 6+ JD2024 final: BA-Y1: 6+ BA-Y2-4: 6+ MSc: 6+

4. Timely assessment results release to students Feedback results for exams are given to the students in a timely manner.	JJ2023 midterm: Apr for years 2 - 4 June for FY only (achieved) JJ2023 final: 5th July, 5th Aug for FY (achieved) JD2023 midterm: Oct for Years 2 - 4, Nov for FY only (achieved) JD2023 Final: 5th Jan (achieved) Ref. Exams and results	JJ2024 Midterm: 100% Final: 100% JD2024 Midterm: 100% Final: 100%
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OBJECTIVE #5

Ensure academic integrity in accordance with the policy in the Student Rulebook.

Indicator	2023 Result	2024 Target
1. Number of exam cheatings	NA	>5%
2. Effective exam cheating resolution	NA	100%

OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2023 Result	2024 Target
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2023: 10.28 JD2023: 10.33	JJ2024: 8 JD2024: 8
2. Average LSC peer evaluation (How well did he/she do the job?) on a scale of 1 - 7 appraised by peers and the department head.	6.57	6.0+
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	6.86	6.0+
4. Average score for self evaluation to the question "Are you challenged by your work?" on a scale of 1-7.	This question was not in the 2023 institutional evaluation	6.5+
5. Percent of LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	35.29% (6/17) pursuing ACCA/CAT/ Diploma at CamEd	25%
6. Percent of LSC staff will study English at ACE, with a pass result.	None taking English class at ACE	10% to take English class at ACE
7. Percent of LSC staff will enroll in a master program/PhD related to education management	40% (7/17) completing / pursuing a master's degree 5% (1/17) pursuing a doctoral degree	Masters: 25% Doctorate: 5%
8. Percent of LSC staff attending relevant external training to enhance delivery of higher education services.	23.53% (4/17 staff) attended EduTech in Singapore 5% attended internal training "Advanced Excel Training" 100% attended internal research symposium	OBE: 100% External training: 25% Local training: 25%

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide full access to the Library Business Resources to students and staff.

Indicator	2023 Baseline	2024 Target
1. Number of physical library resources	ACHIEVED	Books = 9k+ Journals = 2 titles
2. Number of electronic library resources	ACHIEVED	Database = 10+ eBooks = 100+ Journals = 10+ AI & Online Platforms = 10+
3. Number of students using the library resources	ACCA = 50 CAT = 20 Master = 100 BA = 500 Diploma = 30	ACCA =50 CAT =20 Master =100 BA =500 Diploma =30
4. Student satisfaction of physical, online resources, websites	ACHIEVED REPORT	6+
5. Staff satisfaction of physical, online resources and websites	ACHIEVED REPORT	6+

OBJECTIVE #2

Provide sufficient and appropriate study space and facilities to students.

Indicator	2023 Baseline	2024 Target
1. Student satisfaction of the library facilities, study space and reading environment	ACHIEVED REPORT Form: To achieve	Library:6+ Discussion Room: 6+ Reading Room: 6+

OBJECTIVE #3

Provide library services to support student research activities.

Indicator	2023 Baseline	2024 Target
Number of orientations on scholarly databases, citations and referencing for new students.	BA = 1 MSc+ACCA = 2 CAT = 2 Diploma = 2 Exchange Program = 2	BA = 1 MSc+ACCA = 2 CAT = 2 Diploma = 2 Exchange Program = 2
Satisfaction of orientation on scholarly databases, citations and referencing	BA = 6.0 MSc+ACCA = 6.0 CAT = 6.0 Diploma = 6.0	BA = 6.0 MSc+ACCA = 6.0 CAT = 6.0 Diploma = 6.0
Number of library resource sharing sessions in English classes and research classes	English II: 100% Project course: 100%	English II: 100% Project course: 100%

OBJECTIVE #4

Provide effective and efficient services to staff and students.

Indicator	2023 Baseline	2024 Target
1. Satisfaction of library services for student research activities	6.0+	Students: 6.0+ Academic:6.0+ Staff: 5.8+
2. Number of new innovative platforms to ensure service efficiency	N/A	3 platforms
3. Overall report on service effectiveness and efficiency	To achieve	6.0+

OBJECTIVE #5

Provide library services to support faculty research activities.

Indicator	2023 Baseline	2024 Target
1. Number of applicable academic staffs registering accounts in using library Databases	100%	100%
2. Satisfaction of support services for faculty research activities	6.0	6+
3. Number of faculty receiving new edition textbooks and relevant materials for teaching and research for degree programs	100%	100%
4. Number of new faculty who receive orientations on scholarly databases, citations and referencing.	100%	100%

OBJECTIVE #6

Provide library training programs to staff and students.

Indicator	2023 Baseline	2024 Target
1. Provide training sessions on digital tools and research technologies to students, enabling them to navigate online resources, analyze data, and effectively utilize technology in their academic pursuits.	To achieve	To achieve
2. Provide on demand advising on research skills & information literacy for example helping with assignment materials, literature search consultation..etc..	To achieve	To achieve
3. Collaborate closely with faculty members to provide tailored Library search skills for research courses, and assist in providing adequate resources for student assignments.	5+	5+

OBJECTIVE #7

Strengthen library staff capacity through quality development programs.

Indicator	2023 Baseline	2024 Target
1. Numbers of sharing session to public	1+	1+
2. Numbers of internal training shared by Librarians	5+	5+
3. Number of library memberships	2+	2+
6. Collaborate with lecturers on research/journal articles published.	1+	1+
7. Number of local and international training, online courses, webinars, conferences and workshops.	10+	10+
8. Number of staff study Master/CAT/ACCA/Diploma.	1	1

OBJECTIVE #8

Develop partnerships with local and international libraries to provide users with wide accessibility to other resources.

Indicator	2023 Baseline	2024 Target
1. Number of MOUs	To achieve	To achieve

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Ensure timely, effective, and friendly processing of applications in compliance with institute policies.

Indicator	2023 Baseline	2024 Target
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved: March 2023	March 2024
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved: March 2023	March 2024
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	Achieved: 6.11	6.0+
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies.	Achieved: 100%	100%

OBJECTIVE #2

Ensure that new students are fully aware of school policies, facilities and systems through an effective orientation program.

Indicator	2023 Baseline	2024 Target
1. Conduct the orientation.	Achieved: 4 times	7 Times

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide friendly, efficient and effective services to customers.

Indicator	2023 Baseline	2024 Target
Average non-BA student evaluation on a scale of 1-7	6.11	6.0+

OBJECTIVE #2

Regularly increase the number of new students for degree programs.

Indicator	2023 Baseline	2024 Target
1. Number of presentations in public and international high schools and number of student attendees.	- Phnom Penh: 52 - Province: 53 Attendees: - PP: 3, 517 - PV: 4,325	- Phnom Penh: 60 - Province: 60
2. Number of BA+CAT applications	- Jan - Jun: 165 - Jul-Dec: 1552 Total: 1717 (Updated: Jan 31)	JJ2025: 1720+
3. Number of MSc + ACCA applications	- JD2023: 179 - JJ2024: 143 (Updated: Jan 31)	- JD2024: 190 - JJ2025: 160
4. Number of new student deposits for the BA + CAT program	100% Scholarship: 6 - Paid Student: 553 Total: 559 (Updated: Jan 31)	600+
5. Number of new students deposits for the MSc + ACCA program	- JD2023: 142 - JJ2024: 101 (Updated: Jan 31)	- D2024: 149 - JJ2025: 110
6. Number of new students deposits for the BA + CAT program who are foreign students	7 (Updated: Jan 31)	9+
7. Number of new students deposits for the MSc + ACCA program who are foreign students	- JD2023: 1 - JJ2024: 3 (Updated: Jan 31)	- JD2024: 3 - JJ2025: 5
8. Promote the BA + CAT and MSc program to existing students.	- SMS: 84,967 - Email: 5 times - In Class Presentation: 78 - Internal Banner Display: 1 time	- SMS: 70,000+ - Email: 7 times - In Class Presentation: 70+ - Internal Banner Display: 1 time

OBJECTIVE #3

Regularly build CamEd's brand awareness and branding image in order to increase the number of enrollment students and achieve targets for degree programs.

Indicator	2023 Baseline	2024 Target
1. Branding image through channel marketing such as digital communication, mass media, and social media networks	Digital Marketing: - Facebook: 354 - Telegram Channel: 354 - LinkedIn: 354 - PR Article: 27 - Instagram: 354 - Google Display Network: 12 months - Display Ad on KSP, PPP, and BSC: 3*12 months - Display Ad on Fresh News: 12 months Special Report/Supplement: - PPP: Cancel due to PPP has no special supplement - Khmer Times: 2 times CJCC Display: 12 Telemarketing on SMS, Email and Call - SMS: 84,967 - Email: 5 times	Marketing: - TikTok: 40% - Facebook: 37% - Instagram: 10% - Youtube: 5% - GDN: 5% - LinkedIn: 3% - PR Article: - Fresh News: 22 PRs - Business Cambodia: 12 PRs - Telegram Channel: 200+ - Display Ad on KSP, PPP, and BSC: 3 x 12 months - Display Ad on Fresh News: 12 months Special Report/Supplement: - PPP: 4 Times - Khmer Times: 2 Times - Promotional space renting: Chey Thavy, Sisowath and Sereypheap Telemarketing on SMS, Email and Call - SMS: 70,000+ - Email: 7 times
2. Sufficient budget expenditure on advertising	\$592,332	

OBJECTIVE #4

Promote our school to potential clients in order to increase the awareness of school branding.

Indicator	2023 Baseline	2024 Target
1. Number of awareness and networking events organized and joined.	- CamEd Event: 30 - Networking Events: 18	- CamEd Event: 33 - Networking Events: 10
2. Number of letters, emails, meetings, and times that brochures are distributed.	Promotion Letter: 500 x 2 times Brochure delivery: - PH: 8000 - POBox: 1000 - CP's customer: 3000 - Presentation at Chey Thavy: 2 times - Presentation at Sisowath Tutorial School: 1 time - Presentation at Sereypheap Tutorial School: 1 time - Presentation at Toul Tompong Tutorial School: 1 time - Start up: 1 time	- Promotion Letters : 500 x 2 times - Presentation at Chey Thavy: 2 times - Presentation at Sisowath Tutorial School: 1 time - Presentation at Sereypheap Tutorial School: 1 time - Presentation at Toul Tompong Tutorial School: 1 time - Start-up Tutorial School: 1 time - Rodwell Tutorial School: 1 time - Morokot Tutorial School: 1 time

	Meet HS directors and get HS Data: - Phnom Penh: 26 - Province: 37 • Sharing session: 6 • Grade 12 Exam Preparation Session: 13 • Promoting BA program during Grade 12 exam and Result: 3 times	Meet HS directors and get HS Data: - Phnom Penh: 29 - Province: 39 • Sharing Session: 5 • Grade 12 Exam Preparation Session: 15 • Promoting BA program during Bac II exam and result: 3 times
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OBJECTIVE #5

Encourage and increase the productivity of representatives.

Indicator	2023 Baseline	2024 Target
1. Regular team meetings to review sales performance, provide guidance and motivation.	16 weekly meetings	24+ weekly meetings
2. Number of projects successfully completed by deadlines.	• Project: 28	• Project: 29

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

Indicator	2023 Baseline	2024 Target
1. Number of staff trained and training programs.	English Language • Mr. Reth Kimty: General English program at ACE_Level 5&6 Higher Education • Ms. Samoeun Maryna, Mr. Reth Kimty & Mr. Nop Manith: Graduated MBA at NUM • Ms. Van Pichata: Semester 2 of 2nd Year • Mr. Hann Chhaly and Mr. Sun Saophanratha: Diploma in Computer Graphics and Design Semester 1&2 of 1st Year CamEd Training • Ms. Phoeun Sreynoch: CBL Holder Specialist Local Training • Mr. Reach Saysobora: Adobe premiere pro, Adobe After effects at IT Step Academy and Online Class Training on Graphic Design and Illustrator at Udemy: Completed • Mr. Hann Chhaly and Mr. Sun Saophanratha: Online Class Training on Graphic Design and Illustrator	English Language • Mr. Reth Kimty • Ms. Phoeun Sreynoch • Ms. Taing Sotheary Higher Education • Ms. Van Pichata: Master Degree • Mr. Hann Chhaly and Mr. Sun Saophanratha: Diploma in Computer Graphics and Design CamEd Training • Mr. Reth Kimty: CBL • Ms. Van Pichata: CTax Specialist Local Training and Professional Membership • Mr. Nuon Piseth: Digital Marketing at IT Step Academy • Ms. Sam Sokuntheary: CMA Membership Renewal • Mr. Reach Saybora: Online Graphic Design and Illustrator at Udemy • Ms. Sam Sokuntheary: Online Content Marketing at Udemy

	- Ms. Phoeun Sreynoch: Digital Marketing at IT Step Academy: Graduated International Training/Conference - Ms. Hok Leakhena and Ms. Sam Sokuntheary: Joined AUN-QA Conference in Thailand on September 6&7 - Ms. Sam Sokuntheary, Mr. Nuon Piseth and Mr. Reth Kimty: Joined international conference on Social Marketing and Business Development in Singapore on May 4 & 5, 2023.	- Ms. Phoeun Sreynoch: Meta Certified Digital Marketing Associate exam - Ms. Phoeun Sreynoch: Meta Certified Digital Marketing Science exam - Mr. Nop Manith and Ms. Eang Rithychanras: Advanced Excel Training - Mr. Reth Kimty: Basic Photography - Ms. Hok Leakhena: Practical Administrative Affairs and Office Management at EDI International Training/Conference - Ms. Eang Rithychanras, Ms. Phoeun Sreynoch and Mr. Nop Manith: International Conference on Consumer Psychology, Marketing and Advertising in Thailand - Ms. Sam Sokuntheary and Ms. Hok Leakhena: International Conference on Higher Education ICHE in Thailand - Ms. Sam Sokunthary and Ms. Tann Ratha: EduTech_Asia in Singapore - Ms. Samoeun Maryna and Ms. Van Pichata: International Conference on Marketing, Branding, Identity, Image and Reputation ICMBIIR in Thailand - Mr. Reach Saybora and Mr. Sun Saophanratha: International Conference on Cinema, Film and Media Studies ICCFMS in Thailand
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ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide friendly, efficient and effective services to customers.

Indicator	2023 Baseline	2024 Target
Average non-BA student evaluation on a scale of 1-7	Achieved: 6.11	6.0+

OBJECTIVE #2

Regularly increase the number of new students for non-degree programs.

Indicator	2023 Baseline	2024 Target
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2023: • ACCA: 30 • CAT: 4 • C.Tax: 36 • CBL: 19 • IFRS: 11 JJ2024: Updated on Jan 31 • ACCA: 18 • CAT: 3 • CTax: 24 • CBL: 8 • IFRS: 12	JD2024 • ACCA: 35 • CAT: 7 • C.Tax: 39 • CBL: 22 • IFRS: 13 JJ2025 • ACCA: 20 • CAT: 6 • C.Tax: 27 • CBL: 10 • IFRS: 15
2. The total number of new ACCA students.	• JD2023: 58 • JJ2024: 39 (Updated: Jan 31)	• JD2024: 60 • JJ2025: 41
3. Increase number of new CAT students.	• JD2023: 39 • JJ2024: 50 (Updated: Jan 31)	• JD2024: 41 • JJ2025: 52
4. Increase the number of new C.Tax students.	• JD2023: 115 • JJ2024: 91 (Updated: Jan 31)	• JD2024: 119 • JJ2025: 95
5. Increase number of new CBL students.	• JD2023: 52 • JJ2024: 25 (Updated: Jan 31)	• JD2024: 55 • JJ2025: 29
6. Increase the number of new IFRS for SMEs students.	• JD2023: 67 • JJ2024: 57 (Updated: Jan 31)	• JD2024: 69 • JJ2025: 60

OBJECTIVE #3

Regularly build CamEd's brand awareness and branding image in order to increase the number of enrollment students and achieve targets for non-degree programs.

Indicator	2023 Baseline	2024 Target
1. Regularly build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media..	Digital Marketing: - Facebook: 354 - Telegram Channel: 354 - LinkedIn: 354 - PR Article: 27 - Instagram: 354 - Google Display Network: 12 months - Display Ad on KSP, PPP, and BSC: 3*12 months - Display Ad on Fresh News: 12 months Special Report/Supplement: - PPP: Cancel due to PPP has no special supplement - Khmer Times: 2 times - CJCC Display: 12 Telemarketing on SMS, Email and Call - SMS: 84,967 - Email: 5 times	Marketing: - TikTok: 40% - Facebook: 37% - Instagram: 10% - Youtube: 5% - GDN: 5% - LinkedIn: 3% - PR Article: - Fresh News: 22 PRs - Business Cambodia: 12 PRs - Telegram Channel: 200+ - Display Ad on KSP, PPP, and BSC: 3 x 12 months - Display Ad on Fresh News: 12 months Special Report/Supplement: - PPP: 4 Times - Khmer Times: 2 Times - Promotional space renting: Chey Thavy, Sisowat and Sereyheap - Telemarketing on SMS, Email and Call
2. Sufficient budget expenditure on advertising	\$592,332	

OBJECTIVE #4

Promote our school to potential clients in order to increase the awareness of school branding.

Indicator	2023 Baseline	2024 Target
1. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	- CamEd Event: 30 - Networking Events: 18	- CamEd Event: 33 - Networking Events: 10
2. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	- New companies: 5 - Existing clients: 25 - Promotion Letters : 500 x 2 times	- New companies: 7 - Existing clients: 29 - Promotion Letters : 500 x 2 times

OBJECTIVE #5

Encourage and increase the productivity of representatives..

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

Please note that the indicators for this objective of #5 and #6 are described in the Higher Education Marketing Strategy and Action Plan because the higher education representatives also fulfill the role of corporate marketing representatives.

ACCA AND MoEYs COORDINATION

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

To successfully register new and graduating students with MOEYS and ACCA (1.1.4) and (1.1.6).

Indicator	2023 Baseline	2024 Target
1. The process to conduct the Ministry observing the official entrance exam.	The BA official Entrance exam is conducted on 27 Feb, 2023. Report Approved List	To achieve (The exam is conducted in March 2024)
2. The process to verify BAC II certificates (New BA students) by the General Education Department.	Done Letter to MoE	To achieve
3. The process to conduct the BA Official Exit Exam observed by the MoEYS.	Done To be updated	To achieve
4. The process to conduct the Ministry observing MSc official entrance exam in JJ2024 and JD2024.	JJ2023: To conduct on 28 Jan, 2023 Report JD2023: To conduct on 12 Aug, 2023 Report	To achieve • JJ2024: To Conduct in Feb 2024 • JD2024: To Conduct in Aug 2024
5. The process to conduct the MSc Official Exit Exam observed by the MoEYS.	N/A	To achieve To conduct in December 2024
6. The process to register a new CAT/ACCA Account for students	636 students are registered for ACCA/CAT account List	To achieve
7. To Process exemption claimed to ACCA UK (TX/LW/FTX)	In Progress CBL: 16 FTX/TX: 39 Link	To achieve

OBJECTIVE #2

Ensure the department and executives (President, Dean, Senior Vice President, Vice Presidents) and other relevant staff are up to date on MOEYS and CHEA announcements, requests and initiatives.

Indicator	2023 Baseline	2024 Target
1. Number of Invitation letters received from CHEA.	9 Letter from CHEA 2023	To achieve (Number of Invitation letters from CHEA)
2. Evaluation score on a scale of 1-7 from executives and relevant staff to the question "Does the MOEYS and ACCA Coordination Department keep you updated +on MOEYS announcements, requests and initiatives?"	6.14 (Average PA 2023)	6.0+

OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2023 Result	2024 Target
1. Number of MoEYs Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	1 Workshop Link (Other department)	To Achieve (Number of invitation/letter)
2. Number of international/local training/workshops/Conference	2 (Online Training & AUN Conference) Link	2 (1 local training and 1 international conference)

INTERNATIONAL ENGAGEMENT DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Significantly increase the number of new international students.

Indicator	2023 Baseline	2024 Target
Improve the quality of support services to international students	5.98	6.0+
Number of successful overseas universities collaborated	Achieved: 7 - Yunnan University, China - Institut Teknologi Bandung, Indonesia - RENNES School of Business, France - FPT University, Vietnam - Universiti Teknologi, Malaysia - Northeastern Illinois University, USA - INTI International University, Malaysia	MoU: 10
Number of CamEd students studying one full semester abroad	Achieved: 15 students exchange program to universities partnership. - Exchange program to Northeastern Illinois University, USA 2 students . - Exchange program to Management & Science University 4 students. - Exchange program to Beijing Foreign Studies University, China 4 students. - Exchange program to Woosong University, Korea 1 student. - Exchange program to PIM Thailand, 4 students.	18
Number of international students studying one full semester at CamEd	Achieved: 18 international students.	20
Number of CamEd students going on international study tours of 14 days	Achieved: 9 students - 6 students joined summer school at Institut Teknologi Bandung, Indonesia. - 2 students joined summer school at National University of Singapore. - 1 student joined summer school at Hu'nan International Business Vocational College.	12
Number of collaboration with Intermediaries	- Achieved: 1 university has been recommended by the Embassy - Achieved: 6 universities recommended by professors. - Agency: None	- Embassy: 1 - Agency: 2 - Professor: 5
Number of site visit of representative from oversea universities	We have 5 representative Universities: - Woosong University - Uppsala University - RMIT University - HCMC University of Technology and Education - Providence University	4

Number of site visit of a group of students site visit from oversea universities or partners universities	N/A	2
Site visit by Agency	N/A	2
Visit to other countries after signed the agreements or bring students to do the exchange program	- Site visit to FPT university - Bandung Institute of Technology	- ACBSP Conference in Vietnam - ACBSP Conference in USA - AUN QA Conference in Thailand

OBJECTIVE #2

To Improve the Capacity, Effectiveness and Efficiency of International Engagement Department and Staff Development.

Indicator	2023 Baseline	2024 Target
Website page of International Engagement	Up to date of activities of international engagement	- Update the Alumni of exchange students - Update Chinese Language
Number of meetings with business associations (IBC, Eurocham, Amcham Education committees (first Thursday every month)	Achieved: 1	12
Number of employee taking CamEd Program, with passing scores	Chheng Somala: - Completed HSK3 to HSK4.1. - ACCA FMA class but not yet exam	Chheng Somala: - Study Chinese HSK 4.1 - CBL and CTAX Diploma
Number of employee to attend short courses	Chheng Somala joined the 2023 Asia-Pacific Conference on Economics & Finance in Singapore.	- Joining: AUN QA Training T1

OBJECTIVE #3

Increase number of academic staff and support staff through international exchange programs.

Indicator	2023 Baseline	2024 Target
Number of joining research between CamEd Professors and Partner Universities	- Dr. Tamil Durai Chelliah Guest speaker from Management Science University has shared the session with Dr. Prum Virak class. - Mr. Jalaj Chhaya Guest speaker from Rishabh Integrated Skill Enhancement (RISE) Center has shared the session with Professor Muhammad M. Ma'aji. - Joining research colloquium as a panelist by Dr. Kenneth Charman on May and December, 2023 - Public research: Babatunde, K. A., Wakimin, N. F., Zakaria, S. H. B., Soman, M., & Charman, K. (2023). Determinants of Sustainable Energy Saving Behavior among University Students in Malaysia: A Case Study of Management & Science University (MSU). Information Management and Business Review, 15(3 (I)), 253-264.	4

OBJECTIVE #4

Invite well-known guest speakers to deliver speeches to CamEd academic and support staff and students (international and/or senior officers from embassies).

Indicator	2023 Baseline	2024 Target
Number of Ambassadors site visit to CamEd	Achieved 4 Site visit of ambassador: Ambassador from UK embassy, French embassy, Malaysia embassy and Timor leste embassy to CamEd Business School.	4

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Help CamEd students and graduates get a job or work placement.

Indicator	2023 Baseline	2024 Target
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	6.17	6+
2. Evaluation of employment quality as perceived by graduates within 1 years	5.52 and 65% of graduates evaluate on their employment as "good" or "excellent"	65%+ bachelor degree graduates rank their present employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months and six months after graduation.	In progress: 1st Feb: 86.89%	As of March 30, 2025 BA: 85% & MSc: 90% As of June 30, 2025 BA: 90% & MSc: 95%
4.1 Number of resume training sessions for Year-3 students 4.2 Percent of 3rd year students who do a mock interview	Completed: 2 Sessions (Hybrid) 82.82%	4 sessions 80%+
5. Number of sharing sessions from CamEd alumni and graduates	Completed: 1. Big Four Sharing Session 2. Careers in Investment, Real Estate, and leadership journey	2
6. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	Completed 1. KPMG (Casey) 2. KPMG (Daan Y4) 3. CamBrew (Maa'ji) 4. FwD 15th (Moni) 5. APV (Maita) x 2 6. BDO (Maita) 7. Grant Thornton (Maita) 8. Baker Tilly (Maita) 9. Deloitte (Maita) 10. 3E-Fii (Maita)	4
7. Number/Percentage of BA fresh graduates joining international companies or organizations compared with total working students	NA	As of March 30, 2025 BA: 30% As of June 30, 2025 BA: 40%
8. Graduates' satisfaction with their prospects for promotion and advancement (within 5 years)	NA	5.5 (Tracer Study)
9. Graduates' satisfaction with professional skills they learned from CamEd and how well CamEd prepared them for working life	NA	5.5 (Tracer Study)
10. Percentage of graduates who stay for 2 or more years	NA	60% (Tracer Study)

OBJECTIVE #2

Support employers in recruiting CamEd students or graduates for work.

Indicator	2023 Result	2024 Target
1. Employer evaluation on career services department on scale of 1 - 7	6.12 (Done internally by IQA)	6
2. Average percent of big four new hires who are CamEd students	PwC: 82.47% Deloitte: 66.67% EY: 80% KPMG: 72.31%	Average 60-70%
3. Number of relevant companies (especially banks) whom CSSA has met (both online & physically) and introduced career services.	Completed: 1. Prasac 2. Food Panda 3. De Heus 4. MinebeaMitsumi 5. Manulife 6. LBG Luxury Business Group 7. Prince Real Estate Group 8. Chevron 9. MayBank 10. SMEs Bank 11. ICBC Bank 12. CCB Bank 13. VCA	8
4. Number of workshops conducted by employers	Completed 1. FoodPanda 2. Hong Leong Bank (booth) 3. FWD Cambodia 4. Manulife 5. Cambrew	4
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	Completed: 1. Careers in Accounting, Auditing & Tax (16 Booths) 2. Banking Conference 2023 19 Employers in total (7 at Hotel & 17 at CamEd Campus)	2 Annual Forums
6. Employer rating (on a scale of 1-7) and ranking of CamEd among all business schools in Cambodia	NA	5.5+

OBJECTIVE #3

Increase student exposures to real businesses and work environment.

Indicator	2023 Result	2024 Target
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Korea: 20 Students, 6.38 2. Japan: 24 Students, 6.0	1. Shanghai, 20 students
2. Number of local study tours and number of participants	1. FoodPanda Head Office: 21 Students 2. The General Tires Technology Factory: 35 Students	2

OBJECTIVE #4

Provide quality academic advising to underperforming students to improve student performance and retention rate.

Indicator	2023 Result	2024 Target
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7.	JJ2023: 6.6 JD2023: 6.6	6

2. Retention rate as measured by percent of students continuing to the new academic year.	Updated by IT department	Updated by IT department
3. Percent of students with failures in the previous term contacted for consulting on academic performance. Produce Advisory Report	Emailed: JJ: 239/316 = 76% - Met in person 44%/ virtually or by phone: 56% JD: 233/322 = 72% - Met in person 62%/ virtually or by phone: 38% - JJ2023 Report: HERE - JD2023 Report : HERE Academic Advising Final Report 2023: HERE	Emailed: JJ: 100/100 = 100% JD: 100/100 = 100% - Met in person/ virtually or by phone: 60% - Two or more reports on advisory annually
4. Number of tutors to support underperformance students' academic life	No of active tutors: JJ2023: 24 JD2023: 22 No of Students: JJ2023: 722 JD2023: 779 Evaluation JJ2023: 6.4 JD2023: 6.4	No of active tutors: JJ2022: 10+ JD2022: 10+ No of Students: JJ2023: 100+ JD2023: 100+ Evaluation JJ2023: 6+ JD2023: 6+

OBJECTIVE #5

Enhance students' bachelor of accounting and finance learning through participation in student clubs.

Indicator	2023 Result	2024 Target
1. Student evaluation of student clubs on a scale of 1-7.	6.35	6+
2. Number of students who are members of clubs	747	400+
3. Number of activities organized by all student clubs.	88	50+
4. Number of community services (CSR) by all student clubs.	NA	8+

OBJECTIVE #6

Build student leadership, confidence, competitiveness, and social skills through sports activities including Futsal, Basketball, and Athletics.

Indicator	2023 Result	2024 Target
1. Student evaluation of sporting activities on a scale of 1-7.	6.02	6+
2. Number of teams in the Women's Futsal Tournament.	Not Complete	10
3. Number of teams in the Men's Futsal Tournament.	25	12
4. Number of students in the Athletics Competition.	Not Complete	200+
5. Number of teams in the Men's Basketball Tournament.	14	8
6. Number of teams in the Women's Basketball Tournament.	14	8
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	N/A No University Games in 2023	10

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2023 Result	2024 Target
1. The evaluation on the psychology counseling and the individual counselors.	96 (Number)	6+ Dann: 6 Nikki: 6 Srun Hour: 6

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2023 Result	2024 Target
1. Alumni evaluation of career services support from CSSA on a scale of 1-7 in tracer study.	NA	5.5+
2. Number of CamEd alumni joining the charity with evaluation	Not Complete	40pax, 6+

OBJECTIVE #9

Improve the capacity, effectiveness and efficiency of CSSA department and staff development.

Indicator	2023 Result	2024 Target
1. CSSA innovation and creativity	Using Google Form for submission & Email	Booking business lab and CV submission Transcript with co-curricular unit
2. Staffs' training and study development	Educational Innovation (Chansy) JJ&JD23 Master in MBA (Cheata) JJ&JD23 Sopha enrolled and studied ACCA (C-tax in JD23) Theary starts Master Degree at CamEd. Passed IFRS & C-Tax. Completed CAT. Titya: Enrolled Master Degree, Studied C-Tax, CBL (Passed Diploma), FR & SBL Lysiang: enrolled and studied ACCA (C-tax in JD23)	Socheata - Finish MBA in June Chinese Class HSK2 Theary - AA (JJ24), CBL & PM (JD24) Exam Titya Master (study AA, FM & PM) - AA Lysiang - C-Tax & CBL Lychheng - Plan to enroll Master of Management at NUM Huot - Shauna - Excel training

OBJECTIVE #10

Support CamEd Student Government to build leadership, confidence, friendship, and management experience.

Indicator	2023 Result	2024 Target
1. Number of tickets sold for April Khmer Culture day	332	200
2. Number of students joining the July student annual trip	161	150
3. Number of tickets sold for the Student Annual Party	53	100
4. Percentage of foundation year students that joined Camping with evaluation	86%	70% with 6+
5. Charity activities conducted per year	2 times (at Ta Khmau and Phnom Penh)	1

OBJECTIVE #11

Master Program.

Indicator	2023 Result	2024 Target
MSc networking event	125pax (1 time) (39%)	25% of total MSc students 2 Times a year
New Enrollments	Year on Year New Enrollments (-3%)* (* -3% based on initial enrollment of 202 students in JD2022)	20% increase YOY Enrollments
Re-Enrollment	85%	80% (according to KPIs)
Student Consulting	40% of total students met with 1:1	60% total students met with 1:1

HUMAN RESOURCE

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1 RECRUITMENT AND PERFORMANCE MANAGEMENT (3.1.1)

Recruit qualified academic and support staff and monitor their performance to meet the strategic objectives of CamEd.

Indicator	2023 Baseline	2024 Target
Mock lecture evaluation result for new hired academic staff on a scale of 1-7.	6.20	6.1+
Number of applicants taking entrance exam per support staff position and top 3 applicants are shortlisted by exam score only	10	10+
Employee Turnover Ratio	11%	10%
Percentage of academic staff holding a relevant PhD, Master+PQ, Master only, PQ	PhD: 50% Master+PQ: 28% Master only: 19% PQ: 55%	PhD: 55% Master+PQ: 30% Master only: 15% PQ: 55%
Number of academic staff in scholarly activities (student project, faculty council, curriculum, research, academic affairs) and community services.	NA	Student project: 5 Acad Comm'tee: 10 Community serv: 3
Average evaluation score of induction program on a scale of 1-7.	6.40	6.0+
Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	6.25	6.0+
Timely conduct an annual performance evaluation for academic and support staff.	Achieved October	October
Percentage of academic staff observed by Faculty Council	100%, 44 faculty members observed	100%

OBJECTIVE #2: TRAINING AND DEVELOPMENT (4.1.2), (4.1.3), (3.1.1)

Improve staff ability and performance by providing opportunities for training and development.

Indicator	2023 Baseline	2024 Target
Percentage of academic staff participating in industry conferences and workshops.	Foundation Year academic staff: ≥1 workshops: 76% ≥2 workshops: 69% ≥3 workshops: 46% Second, Third, Fourth Year and MSc academic staff: ≥1 workshops: 77% ≥2 workshops: 66% ≥3 workshops: 59%	Foundation Year academic staff: ≥1 workshops: 75%+ ≥2 workshops: 50%+ ≥3 workshops: 30%+ Second, Third, Fourth Year and MSc academic staff: ≥1 workshops: 75%+ ≥2 workshops: 50%+ ≥3 workshops: 30%+
Percentage of academic staff meeting with key industry employers.	Foundation Year academic staff: ≥1 workshop: 76% ≥2 workshops: 69% ≥3 workshops: 46% 2nd, 3rd, 4th Year and MSc academic staff: ≥1 workshops: 77% ≥2 workshops: 66% ≥3 workshops: 59%	Foundation Year academic staff: ≥1 employer: 90% ≥2 employers: 70% ≥3 employers: 50% 2nd, 3rd, 4th Year and MSc academic staff: ≥1 employers: 90% ≥2 employers: 70% ≥3 employers: 50%

Percentage of academic staff completing least 36 hours of continuing professional development in their field of study.	Foundation Year academic staff: 100% 2nd, 3rd, 4rth Year and MSc academic staff: 100%	Foundation Year academic staff: 100% 2nd, 3rd, 4rth Year and MSc academic staff: 100%
Number of faculty development workshops per year	Achieved Three workshops	Two workshops
Percentage of academic staff participating in faculty development workshops.	Foundation Year academic staff: 1 workshop: 100% 2 workshops: 84% 3 workshops: 60% 2nd, 3rd, 4rth Year and MSc academic staff: 1 workshop: 100% 2 workshops: 87% 3 workshops: 82%	Foundation Year academic staff: 1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+ 2nd, 3rd, 4rth Year and MSc academic staff: 1 workshop: 100% 2 workshops: 75%+ 3 workshops: 25%+
Number of support staff taking English tests to maintain their English proficiency.	Not Applicable	Not Applicable
Number of safety and health trainings per year	3 = Achieved	3
Number of HR staff attending training and development workshops.	Nop Sonon-SBL Sim Thannarath-MBA	Sim Thannarath- MBA Sim Sonita- BA in Laws

OBJECTIVE #3 HR SERVICE (4.1.2) (4.1.3) (3.2.5)

Provide excellent HR support services, support, team building to academic and support staff.

Indicator	2023 Baseline	2024 Target
Engagement score of academic and support staff on a scale of 1-7.	Academic staff: 6.32 Support Staff: 6.38	Academic staff: 6.0+ Support Staff: 6.0+
Average scores of HR evaluation by academic and support staff on a scale of 1-7	Academic staff: 6.52 Support Staff: 6.07	Academic staff: 6.0+ Support staff: 6.0+
Percentage of staff attendance in team building: CSR activities, annual party, and annual trip.	CSR: 61% Annual Party: 95% Annual Trip: 82%	CSR: 60%+ Annual Party: 90%+ Annual Trip: 70%+

OBJECTIVE #4 COMPLIANCE

Comply with the relevant rules and regulations.

Indicator	2023 Baseline	2024 Target
Timely apply for a labor quota.	December	December
Percentage of foreign employees who have work permits at the year end.	Achieved 100%	100%
Percentage of employees who are registered with the NSSF at the year end.	Achieved 90%	90%
Percentage of guards registered as private security guards.	Achieved 100%	100%

IT DEPARTMENT

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide website and mobile app services that facilitate learning, research and working (1.1.5; 3.2; 4.1).

Indicator	2023 Baseline	2024 Target
1. Student evaluation of the mobile app on a scale of 1-7	5.56	6+
2. Student and lecturer evaluation of library websites on a scale of 1-7	Students: 5.13 Lecturers: 5.8	Student: 6+ Lecturer: 6+
3. CamEd Mobile Enhancement by incorporating the following features - Updated development core for improved performance - Capability to handle late enrolment requests and provide tracking - Facility for submitting and tracking class cancellation requests - Integration for uploading ACCA documents - Display of a one-month schedule - Inclusion of Program Learning Outcomes (PLO) in study records and transcripts	N/A	To Achieve before June 2024

OBJECTIVE #2

Provide reliable WIFI and Internet serve the need of learning, research, teaching and working (3.2; 4.1).

Indicator	2023 Baseline	2024 Target
1. Evaluation of WIFI speed and reliability on a scale of 1-7	Students: 5.33 Lecturers: 6.20 Staff: 6.04	Students: 6+ Lecturer: 6+ Staff: 6+
2. Regulating and monitoring the Internet bandwidth consumption of users	Achieved	The bandwidth shall be controlled every month.

OBJECTIVE #3

Develop a new student information system to replace the outdated security and technology usage of the previous system (4.1).

Indicator	2023 Baseline	2024 Target
1. Technical assessment on the Application Programming Interface (API)	N/A	To Achieve in December
2. Functionality test on the recently developed student information system	N/A	To Achieve in December

OBJECTIVE #4

Develop new features and update the existing CamEd software and hardware system to fastens CamEd process and information centralization (3.2; 4.1).

Indicator	2023 Baseline	2024 Target
1. Business Lab Booking System for student	N/A	To Achieve before May

2. Business Lab Booking Management Portal for staff	N/A	To Achieve before May
3. Business Lab Digital Signage Device	N/A	To Achieve before May
4. Smart Classroom for all lecture hall	N/A	To Achieve before May
5. Lecturer Profile Management	N/A	To Achieve in May
6. Procurement system	N/A	To Achieve in December
7. New transcript format and system input for the year 2024	N/A	To Achieve in June
8. New Library Website	N/A	To Achieve
9. Journal/Research Management Website	N/A	To Achieve

OBJECTIVE #5

Generate registrar reporting to increase the efficiency and effectiveness of school management and decisions (1.1.5; 1.1.2; 3.2; 4.1).

Indicator	2023 Baseline	2024 Target
1. Students' exam result from ACCA website	Achieved	To Achieve every January, April, July, October
2. Score rule and attendance verification	Achieved	To Achieve before every BA and Master result release
3. Registrar scheduled report	Achieved	To Achieve
4. Registrar on demand report	Achieved	To Achieve
5. Top scorer award	Achieved	To Achieve

OBJECTIVE #6

Enhance server and staff computer security (4.1).

Indicator	2023 Baseline	2024 Target
1. Endpoint security license update for server and staff computer	Achieved	To Achieve
2. Internal pentest when there is introduce of new feature in system/network	Achieved	To Achieve

OBJECTIVE #7

Maximum usability and reduce downtime of staff and classroom IT equipment (4.1).

Indicator	2023 Baseline	2024 Target
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7	6.33	6+
2. Classroom equipment checking	Achieved	To Achieve two time per year
3. On Demand Staff computer checking procedure	Achieved	To Achieve
4. On Demand software and hardware upgrade	Achieved	To Achieve
5. Stress testing on the whole network device	N/A	To Achieve in April

OBJECTIVE #8

Generate the student identity and account to facilitate on learning, exam , course attendance and information control (4.1; 2.1).

Indicator	2023 Baseline	2024 Target
1. Student ID generating, account set up, profile creation, and email establishment for new student	Achieved	To Achieve in January and July
2. Student photograph gathering	Achieved	To Achieve in January and July
3. Nameplate for new student	Achieved	To Achieve
4. Student's fingerprint enrollment for new BA student	Achieved	To Achieve

OBJECTIVE #9

Ensure timely and smoothly ACCA computer based on-demand and session exam (1.1.5; 1.1.6).

Indicator	2023 Baseline	2024 Target
1. ACCA CBE client and server software updates to the most recent versions.	Achieved	To Achieve before each exam session
2. Training sessions Organizing for LSC staff, outsourced personnel, and students regarding CBE exam software and rules.	Achieved	To Achieve before each exam session
3. Technical assessment on Wi-Fi and Ethernet cables.	Achieved	To Achieve before each exam session
4. Exam software and hardware upgrade as requested by Pearson or ACCA.	Achieved	To Achieve before each exam session

OBJECTIVE #10

Improve staff soft and technical management skills (4.1).

Indicator	2023 Baseline	2024 Target
1. CCNP Data Center	N/A	Paul shall start the course in March
2. Master Degree of Computer Science	Solin finished year I	Solin shall start Year II
3. Master Degree of Computer Science	Visal finished year I	Visal shall start Year II
4. Master Degree of Computer Science	N/A	Chantha shall start year I

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2024 - DECEMBER 2024

OBJECTIVE #1

Provide sufficient space corresponding to the number of staff and students. (4.1.1).

Indicator	2023 Baseline	2024 Target
1. The occupancy rate of the building according to the number of students and staff projection	Students : 57.73% Lecturers : 66.32% N-AC staff : 126.05%	Students: 54.4% Lecturers: 55.08% N-AC staff: 92.24%

*End of 2022 we will add more space and recalculate the number of the staff that require the working seat (office), as well as add more classes so the student occupancy rate dropped.

OBJECTIVE #2

Ensure that institute facilities function effectively. (4.1.1)

Indicator	2023 Baseline	2024 Target
2. Evaluations by students, lecturers, and N-AC staff on a scale of 1-7.	Student: 5.95 Academic staff: 6.42 Non-academic staff: 6.39	Student: 6+ Academic staff: 6+ Non-academic staff: 6+

OBJECTIVE #3

Regularly improve facilities to enhance the study environment and business operation. (4.1.2)

Indicator	2023 Baseline	2024 Target
1. Plan monthly number of minor installations, renovations and repairs proposed and resolved and follow up weekly to meet the deadlines.	Work in Progress plan and Weekly report. Complete rate no less than 80%	Work in Progress plan and Weekly report. Complete rate no less than 80%
2. Plan and Complete significant facility renovation projects (expansion or design projects started).	1- Renew design and renovated logo at (CB). 2- Renew design and renovated roof on 6th-floor at (CB). 3- Renew design on Pacioli 2nd-floor at (CB) 4- Renovated office's media on 6th-floor at (CB). 5- Renovated office's CSSA on 4th-floor at (WB).	1. Finance's office (EB). 2. IT's office (EB). 3. Renovate Studio room & Psychology room (CB) 4. Renovate study lounge Area (EB). 5. Renovate all carpets at (EB). 6. Renovate old logo (EB). 7. Renovate exterior flooring, Carola flooring (All) 8. Renovate flooring ,Study Lounge (CB). 9. Garden (WB).

OBJECTIVE #4

Enhance facilities team performance and communication. (4.1.2)

Indicator	2023 Baseline	2024 Target
1. Team members are satisfied, challenged and committed as indicated by engagement score.	6+	6.50
2. Team composition is adequate.	Manager -1 Assistant - 1 Staff - 4	Manager -1 Assistant - 1 Staff - 4
3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications or/and request forms	Survey of the Maintenance team feedback to request via chat, bot, requests. Score 6+	Survey of the Maintenance team feedback to request via chat, bot, requests. [Telegram Chat]
4. Insuring that the reward system is properly executed within the Maintenance team	N/A	Automation transfer switch training.
5. Enhance and Improve the performance of facilities department:	N/A	Maintenance team have weekly reports and weekly checklist
5.1 Master Degree	Vannet: Master program	Vannet: Master program (Cont)
5.2 BA Degree	NA	BA Degree (Veasna and Kongkea)
5.3 Short course training on equipment and supply (AC/ATS/ elevator/generator etc)	1 Elevator training: 5 maintenance staffs and 5 guards	Elevator Training on May 27, 2024.
5.4 Construction work training	NA	2 Training
5.5 English courses	NA	2 staff : English course at ACE
5.6 Other courses	N/A	2 Trainings from expert

OBJECTIVE #5

Optimize use of facilities and facility resources. (4.1)

Indicator	2023 Baseline	2024 Target
1. Optimization of the electricity consumption as measured by the total annual kilowatt usage and the average monthly kilowatt usage per active full-time student (BA students = 1, non-BA students = ¼).	no more than 3% increase from 2022	no more than 5% increase from 2023
2. Optimise the classroom Review the existing Classrooms and other rooms to maximise the benefit of the existing facilities	N/A	Renovate: 1. Library 2. Studio Room 3. Psychology Room 4. Server Room 5. IT's office 6. Finance's office
3. Review the alarm system and add more fire safety arrangements	N/A	Completed
4. Inspection of all systems and building as per schedule	omplete report	Semi-annually fire extinguisher checking: Jan and Jun. Semi-annually elevator check up: Jan and Jun.

OBJECTIVE #6

Respond to major requests from students, staff and or external assessors in a timely manner. (4.1.1, 4.1.2, 4.1.3)

Indicator	2023 Result	2024 Target
1. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	N/A	One new area for Rose Garden
2. Percentage of Student Complaints solved.	100%	100%

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

FIN 1. Maintain high service quality of finance department to lecturers, staff and students.

Indicator	2023 Baseline	2024 Target
FIN 1.1 Average appraisal score done by lecturers, support staff and students, on a scale from 1 - 7	Lecturers: 6.33 Students: 6.06 Support Staff: 5.95	6+

OBJECTIVE #2

FIN 2. Receive unqualified audited financial report from external auditor.

Indicator	2023 Baseline	2024 Target
FIN 2.1 Preparation date of financial report	January 15	January 20
FIN 2.2 Sign-off date of unqualified audit report by external auditor	February 28	March 15

OBJECTIVE #3

FIN 3. Prepare a timely budget planning and reporting.

Indicator	2023 Baseline	2024 Target
FIN 3.1 The annual budget is prepared and approved before the start of new year	November 18	December 31
FIN 3.2 The annual budget performance report is prepared within three month after the year-end	March 31	March 31

OBJECTIVE #4

FIN 4. Ensure CamEd fulfill regulatory requirement for tax compliance at the GDT.

Indicator	2023 Baseline	2024 Target
FIN 4.1 Monthly tax return is submitted to the GDT by the deadline	Before 25th each month	22nd of each month
FIN 4.2 Annual tax return is submitted to the GDT by the deadline	March 24	March 25

OBJECTIVE #5

FIN 5. Ensure CamEd fulfill regulatory requirement for accounting compliance at the ACAR.

Indicator	2023 Baseline	2024 Target
FIN 5.1 Audited financial report is submitted to the ACAR by the deadline	May 25	June 30

OBJECTIVE #6

FIN 6. Ensure CamEd fulfill regulatory requirement at the MoC.

Indicator	2023 Baseline	2024 Target
FIN 6.1 Annual declaration is submitted to the MoC by the deadline	September 19	September 21

OBJECTIVE #7

FIN 7. Improve efficiency of procurement and quality of goods or services.

Indicator	2023 Baseline	2024 Target
FIN 7.1 Percentage of goods or services purchased not in Approved Vendor Report (AVR) compared to total purchase	0.047	Less than 5%
FIN 7.2 Approved Vendor Report (AVR) is approved in a timely manner	December 1	December 31
FIN 7.3 User satisfaction of procurement services received on scale from 1- 7	6.07	6+

OBJECTIVE #8

FIN 8. Improve efficiency of payment (employees and suppliers).

Indicator	2023 Baseline	2024 Target
FIN 8.1 FIN 4.3 Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	50 Days	More than 30 days
FIN 8.2 User satisfaction of payment services received on a scale from 1 - 7	6.22	6+

OBJECTIVE #9

FIN 9. Ensure effective cash collection.

Indicator	2023 Baseline	2024 Target
FIN 9.1 Percentage of early payments by students compared to total tuition fees received	7%	10%
FIN 9.2 Percentage of payments by electronic transfer compared to total tuition fees	0.84	75%+

OBJECTIVE #10

FIN 10. Ensure effectiveness and efficiency of account receivables.

Indicator	2023 Baseline	2024 Target
FIN 10.1 Timely invoice delivery to students each semester	JJ23: 18 Feb 2023 JD23: 18 Aug 2023	Jan-Jun: By February Jul - Dec: By August
FIN 10.2 Percentage of bad debt written off compared to Accounts Receivable (Bad debt written off /Total amount of invoice issued during the year)	% (\$10,468/\$535,685) JJ23: \$5,297 (AR JJ23: \$263,769) JD23: \$5,171 (AR JD23: \$271,916)	Less than 2%
FIN 10.3 FIN 7.3 Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	35 days	Less than 30 days

OBJECTIVE #11

FIN 11. Develop online budgeting, procurement and payment processes to improve efficiency and productivity.

Indicator	2023 Baseline	2024 Target
FIN 11.1 Establishment of financial management system	N/A	October 31

OBJECTIVE #12

FIN 12. Increase profit, margin and net cash flow margin by ensuring effective budget control.

Indicator	2023 Baseline	2024 Target
FIN 12.1 Maintain high operating profit margin* through efficient cost control	9%	30%
FIN 12.2 Increase in net profit through efficient cost control, good tax planning and high return in investment	14%	10%
FIN 12.3 Maintain high net cash flow margin** from operation through cash budget management and control	35%	30%
FIN 12.4 Maintain the increase in net cash flow from operation through cash budget management and control	7%	10%
FIN 12.5 Maintain the return from investment of CamEd's reserve***	6%	7%

OBJECTIVE #13

FIN 13. Improve quality of the services by enhancing the quality of the staff, strengthening the staff relationship, and providing opportunities for continuous professional development.

Indicator	2023 Baseline	2024 Target
FIN 13.1 The average peer appraisal score done by each employee, on a scale from 1 - 7	6.43	6+
FIN 13.2 The average management appraisal score done by manager, on a scale from 1 - 7	6.59	6+
FIN 13.3 Percentage of employees attending conferences, workshops, or seminars relating to accounting, finance and tax	70%	50%+
FIN 13.4 Number of sharing sessions conducted internally by each team in the department of finance	10 times	6 times
FIN 13.5 Percentage of employees taking or holding MBA or PHD	55%	50%
FIN 13.6 Percentage of employees taking ACCA or CAT	60%	30%
FIN 13.7 Percentage of employees taking short courses	70%	50%

OBJECTIVE #14

FIN 14. Ensure efficient use of department's OT budget.

Indicator	2023 Baseline	2024 Target
FIN 14.1 The actual overtime expense should not exceed the allocated department's OT budget which is 6% of total basic salary	4.32%	Less than 6%