CamEd
Business School

2021 STRATEGIC PLAN AND ACTION PLANS

2021 STRATEGIC PLAN AND ACTION PLANS

LEARN, SHARE, CONNECT.

For more information:
64 Street 108, Phnom Penh
023 986 522 / 523 / 960 / 961
reception@cam-ed.com
Apply online at: www.cam-ed.com

CAMED BUSINESS SCHOOL
64 STREET 108
PHNOM PENH
CAMBODIA

WWW.CAM-ED.COM
PRESIDENT@CAM-ED.COM

ABOUT THIS ANNUAL PLAN

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

Casey Barnett, CFA, FCCA, MBA
Trustee

Dr. Sam Ghanty
Chairman and Trustee

Dr. Prum Virak
Trustee

Maria Isabelita C. Manzon-Cabrera, CPA, MDE
Trustee

Dr. Darith Phat
Trustee

Mr. Mean Udam
Secretary to the Board of Trustee



CONTENTS

Section			Page
1.	**Strategic Plan**		
	Vision		3
	Mission		5
	Educational Philosop y		6
	Goals		9
2.	**Action Plans**		
	Board of Trustees 2021 Action Plan		21
	Internal Quality Assurance 2021 Action Pla		23
	Internal Audit Department 2021 Action Pla		29
	Curriculum Commi ee 2021 Action Pla		31
	Faculty of Business 2021 Action Plans		
	a.	Department of Accounting and Finance Action Pl	33
	b.	Foundation ear Department	37
	Research Commi ee 2021 Action Pla		41
	Learning Support Center (LSC) 2021 Action Pla		43
	Library Action 2021 Pla		49
	Finance Department 2021 Action Pla		53
	Student A airs 2021 Action Plan		
	a.	Career Services and Student Advising Action Pla	57
	b.	Admissions- Processing	63
	c.	Admissions- Higher Education Mar eting Pla	65
	d.	Admissions- Corporate Marketing Pla	71
	e.	MOEYS and ACCA Coordination Action Pl	75
	HR Department 2021 Action Pla		77
	IT Services and Registrar 2021 Action Pla		83
	Facilities 2021 Action Pl		87




VISION

To develop a community of accounting and finance professionals performing on par with those in international financial centers, taking initi ti e as leaders, and upholding ethical standards.


FIGHT FAKE
WITH FACTS

MISSION

To provide higher education with a focus on accounting and finance, leading to qualifi ations of international quality and ecognition

EDUCATIONAL PHILOSOPHY

Employable Skills

CamEd follows the principles of outcomes based education to help students achieve learning outcomes that are aligned with the current and future needs of employers and the economy.

Lifelong Learning

CamEd develops students to be lifelong learners to support their personal development, active citizenship, and continued employability.

High Quality Teaching

CamEd believes high quality teaching is critical to students' education. CamEd strives to maintain high performing and diverse academic staff, disseminating best practice in their respective fields.

Engagement and Respect

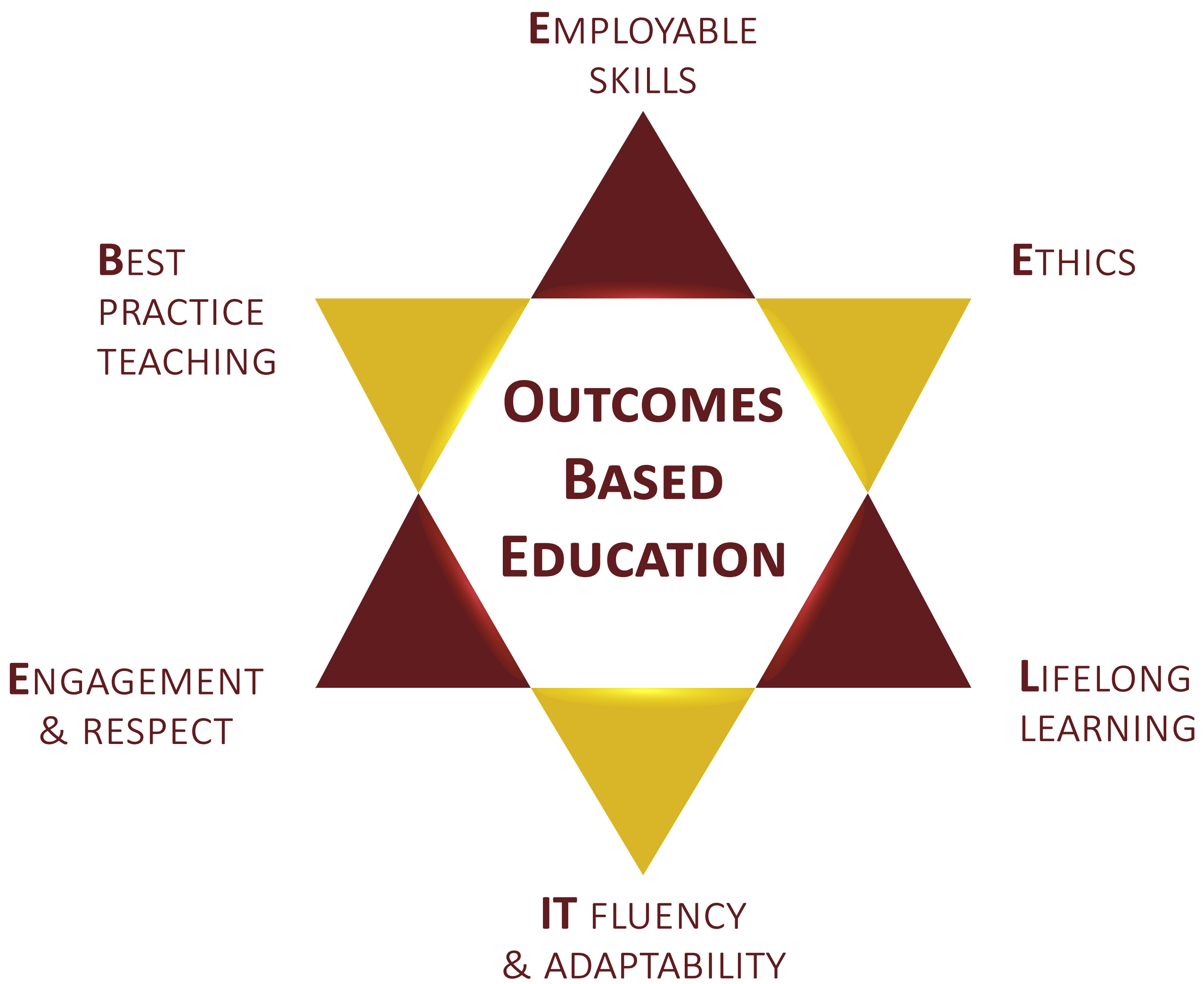
CamEd seeks the views and feedback of students, staff, and stakeholders, respecting their perspectives as valid and meaningful. CamEd works to cultivate a respectful, liberal, encouraging environment conducive to self-discovery, freedom of thought, innovation, and constructive debate. Team spirit is cultivated to achieve targeted outcomes.

IT Fluency and Adaptability

CamEd aims to provide IT enriched approaches to teaching and learning in order to enhance learning and inculcate the ability to adapt to and exploit changes in technology.

Ethics

CamEd believes that personal, financial, and economic successes arise by acting with integrity, behaving ethically and creating shared value. CamEd builds ethical standards and behavior in its students and employees through study, community activities, and School practices.


EMPLOYABLE SKILLS
ETHICS
BEST PRACTICE TEACHING
OUTCOMES BASED EDUCATION
ENGAGEMENT & RESPECT
LIFELONG LEARNING
IT FLUENCY & ADAPTABILITY


CamEd
Business School
Certificate of Achievement
MS. CHAN PHYSREYLINH
is hereby commended for achieving the highest score in
the Kingdom of Cambodia and Worldwide during the September 2020 exam session
for the following CAT exam:
FAU FOUNDATIONS IN AUDIT
H.E. NGY TAYI
Secretary of State and Chairman
of the National Accounting Council,
Ministry of Economy and Finance
Mr. CASEY BARNETT
President
CamEd Business School
CAT000177
MS. CHAN PHYSREYLINH
is hereby commended for achieving
the highest score in the Kingdom of Cambodia
and Worldwide during the September 2020 exam session
for the following CAT exam conducted by the ACCA:
FAU
FOUNDATIONS IN AUDIT

GOALS

Long Term Goals to be Achieved/Maintained by the end of 2023

1. Regularly produce signifi ant numbers of graduates with accounting and finance and skills equal in ability to professionals in international financial centers.

2. Meet the employment needs of local companies, financial institutions and other organizations in terms of quality accounting and finance professionals.

3. Be an opinion leader and leader of determining best practice and standards in the field of ac ounting and financ

4. Consistently deliver financial returns that meet or exceed shareholder requirements.

5. Protect and preserve Cambodian culture and Cambodian national identity through education and supporting Cambodians to be the economic masters of their country.

GOAL #1

Regularly produce significant numbers of graduates with accounting and finance skills equal in ability to professionals in international financial centers.

STRATEGIC OBJECTIVES

1.1 Develop accounting and finance skills in students via high quality lecturing, assignments, assessments, student clubs, and study tours.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
1.1.1 The institu e has achieved international acc editation y a US accreditation associ tion	Not achieved.	Not achieved.	Achieved AUN-QA	Achieved ACC	To Achieve ACBSP
1.1.2 50%+ of classes with international xams shall achieve exam pass rates in excess of the international pass ates.	BA: 6/7 Non-BA: 11/11	BA: 5/7 Non-BA: 7/10	BA: 3/7 Non-BA: 7/9	BA: 0/7 (No exam due to Covid-19) Non-BA: 7/9	BA: 5/7 Non-BA: 7/9
1.1.3 There is a BA intake of 1,000 students.	BA: 498 CAT: 114 ACCA: 196	BA: 746 CAT:118 ACCA: 237	BA: 581 CAT: 107 ACCA: 190	BA: 578 CAT: 42 ACCA: 107	BA: 600+ CAT: 50 ACCA: 150
1.1.4 80%+ of entering 2020 BA students graduate within four years.	45% of 2014 students	54% of 2015 students	54% of 2016 students	63% of 2017 students	65% of 2018 students
1.1.5 The average engagement score for support staff and academic staff is 6 or higher on a scale of 1-7.	Support staff: 6.1 Academic staff: 6.1	Support staff: 6.2 Academic staff: 6.2	Support staff: 5.8 Academic staff: 6.1	Support staff: 6.1 Academic staff:6.2	Support staff: 6 Academic staff: 6

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
1.1.1 Entering 2023 BA students have an average APTIS score of C1.	2018 Average APTIS score of B2	2019 average APTIS score of B2	2020 average APTIS Score of B2.	2021 average APTIS Score of B1.	2022 average APTIS Score of B1.
1.2.2 Entering BA students have above average cogniti e (SPM, MRT, CCT tests) and emotional intelligence (MSCEIT).	NA	NA	NA	NA	70%

GOAL #2

Meet the employment needs of companies in terms of quality accounting and finance professionals.

STRATEGIC OBJECTIVES

2.1 Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
2.1.1 95% of graduates seeking employment are employed within 6 months of finishing studies or receiving final results from professional examination	Within 6 months: 99%. Within 3 months: 85%	Within 6 months: 95%. Within 3 months: 92%	Within 6 months: 96%. Within 3 months: 91%	79% as of Jan 21, 2021.	Within 6 months: 95% Within 3 months: 85%

2.2 Consult with employers and students, then place appropriately qualified students with employers

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
2.2.1 Student sati faction anking of employment is 6.0 or above on a scale of 1-7	NA 76% of bachelor degree graduates ranked their present employ-ment as "good" or "excellent" NA Internal Study	5.74 77% of bachelor degree graduates ranked their present employ-ment as "good" or "excellent" N: 30 Internal Study	5.70 70% of bachelor degree graduates ranked their present employ-ment as "good" or "excellent" N: 158 Internal Study	5.54 62% of bachelor degree graduates ranked their present employ-ment as "good" or "excellent" N: 107 Internal Study	6+ 75-85% of bachelor degree graduates rank their present employ-ment as "good" or "excellent" N: 100+ External Study
2.2.2 Employer sati faction ranking of students is 6.0 or above on a scale of 1-7	NA 80% of employers ranked the quality of CamEd graduates as "good" or "excellent" N:35 Internal Study	5.93 80% of employers ranked the quality of CamEd graduates as "good" or "excellent" N:35 Internal study	5.14 29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	5.48 62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study	6+ 50% of employers rank the quality of CamEd graduates as "good" or "excellent" N:35 External Study
2.2.3 Employer ranking of students in regards to increasing efficiency and ecti eness by using IT solutions is 5.0 or above on a scale of 1-7.	NA	NA	NA	NA	4.0+

GOAL #3

Be an opinion leader in sharing best practice and international standards in the fields of accounting and finance.

STRATEGIC OBJECTIVES

3.1 Employ a diverse group of lecturers with highly effective teaching skills, respected qualifications, and high intellectual ability, and appropriate experience

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved	To achieve
3.1.2 A majority of lecturers hold a Phd.	35%	41%	42%	38%	30%+
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.26	6.23	6.35	6.31	6+

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
3.2.1 On average, lecturers publish and present in a conference 1+ research articles per ear.	56% No: 23	40% No: 17	54% No: 25	55% No: 23	60% No: 25+

3.3 Host, attend and participate in public forums and/or conferences

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Achieved	Achieved	Not Achieved	To achieve.
3.3.2 Annually, 100% of CamEd professors a end or particip te in industry conferences.	NA	60%	31/34= 91%	21/30= 70%	90%

3.4 Regularly engage and cooperate with relevant professional bodies, industry bodies, and government institutions

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	Achieved	To achieve
3.4.2 CamEd holds affil te status from the CFA Institu e.	NA	NA	Achieved	Achieved	To achieve

GOAL #4

Consistently deliver financial returns that meet or exceed shareholder requirements.

STRATEGIC OBJECTIVES

4.1 Achieve operational excellence and efficiency through continuous innovation, quality control, and maximizing capacity

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
4.1.1 CamEd maintains a 3-year running median growth in profi	Achieved: 145% 2015: 2,344% 2016: 145% 2017: 45%	Achieved: 45% 2016: 145% 2017: 45% 2018: 18%	Achieved: 18% 2017: 45% 2018: 18% 2019:-11%	Achieved: 18% (Draft 2018: 18% 2019:-11% 2020: 84%	19% 2019:-11% 2020: 84% 2021: 19%
4.1.2 CamEd maintains a total 3-year running free cash fl w to equity of 10%	NA 2015: 0.96M 2016: 0.32M 2017: 2.20M Total: 3.48M	28% 2016: 0.32M 2017: 2.20M 2018: 1.94M Total: 4.46M	21% 2017: 2.20M 2018: 1.94M 2019: 1.26M Total: 5.40M	-3% 2018: 1.94M 2019: 1.26M 2020: 2.05M Total: 5.25M	10% 2019: 1.26M 2020: 2.05M 2021: 2.47M Total: 5.78M
4.1.3 CamEd increases its 3-year running median operating ma gin*	90% 2015: 595% 2016: 90% 2017: 45%	45% 2016: 90% 2017: 45% 2018: 16%	16% 2017: 45% 2018: 16% 2019:-6%	16% 2018: 16% 2019:-6% 2020: 81%	17% 2019:-6% 2020: 81% 2021: 17%
4.1.4 CamEd reserves** earn returns in excess of the maximum bank fi ed deposit rate announced by the National Bank of Cambodi	CamEd: 9% NBC: 4% NBC Report 2017 (P. 17)	CamEd: 9% NBC: 4% NBC Report 2018 (P. 17)	CamEd: 8% NBC: 5% NBC Report 2019 (P. 17)	CamEd: 7% NBC: 4% NBC Report 2020 (P. 17)	CamEd: 6%

*Operating ma gin is profit b fore tax and finance osts and finance in ome.
** Reserves refers to investments and financial ass ts in excess of three months expenditure.

4.2 Develop the CamEd brand into a premium, aspirational brand in order to achieve higher margins

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 21% 2015 (11%) 2016 (21%) 2017 (25%)	Achieved: 25% 2016 (21%) 2017 (25%) 2018 (27%)	Achieved: 25% 2017 (25%) 2018 (27%) 2019 (20%)	Achieved: 27% (Draft 2018 (27%) 2019 (20%) 2020 (34%)	28% 2019 (20%) 2020 (34%) 2021 (28%)

4.3 Improve Student, Support staff, and Academic staff evaluation of CamEd services and processes

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
4.3.1 Student sati faction of departments, facilities, and student club is 6.0 or above on a scale of 1-7	Percent of students who would recommend CamEd: 81% Departments: 5.92 Facilities: 5.2 Student Clubs: 5.68	Percent of students who would recommend CamEd: 81% Departments: 5.93 Facilities: 5.7 Student Clubs: 5.76	Percent of students who would recommend CamEd: 83% Departments: 5.44 Facilities: 5.2 Student Clubs: 5.29	Percent of students who would recommend CamEd: 92% Departments: 6.17 Facilities: 6.1 Student Clubs: 6.06	Percent of students who would recommend CamEd: 85% Departments: 6+ Facilities: 6 Student Clubs: 5.8+
4.3.2 Engagement score of support staff on a s ale of 1-5.	4.34	4.49	4.17	4.41	4.5+
4.3.3 Engagement score of academic staff on a s ale of 1-5.	4.42	4.44	4.37	4.48	4.5+
4.3.4 Academic staff s ti faction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.28 Facilities: 5.6	Departments: 6.33 Facilities: 6.0	Departments: 6.10 Facilities: 6.1	Departments: 6.24 Facilities: 6.5	Departments: 6+ Facilities: 6

GOAL #5

Protect and preserve Cambodian culture and national identity through education and supporting Cambodians to be the economic masters of their country.

STRATEGIC OBJECTIVES

5.1 Graduates will progress to positions of management, able to work effectively in Khmer language and in accordance with Cambodian regulations.

2023 Indicators	2017 Result	2018 Result	2019 Result	2020 Result	2021 Target
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduatio	NM*	NM	NM	100%	100%
5.2.2 5% of CamEd graduates become managers or entrepreneurs within 5 years of graduation	NM	NM	NM	20% (45/227)	5%
5.2.3 100% of Cambodian CamEd graduates are able to produce a Khmer language financial report and tax return in accordance with Cambodian law and regulations	NM	NM	NM	Tax: 0% Financial Report: 60%	Tax: 5%+ Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.


LIBRARY DEPARTMENT


IQA & IA DEPARTMENT
ADMISSIONS DEPARTMENT
HUMAN RESOURCE DEPARTMENT


FINANCE DEPARTMENT
CamEd
Business School


OFFICE OF THE PRESIDENT
LSC DEPARTMENT
ACADEMIC AFFAIRS DEPARTMENT
CamEd
Business School


YOUR BRIGHT
CAREER
STARTS HERE
amEd Graduate CAREERS IN CAMBODIA
KPMG
PwC
EY
PPCBank
PhillipBank
makro
Manulife
Wing
PRUDENTIAL

2021
ACTION PLANS


Certificate of Achievement

Certificate of Achievement

Certificate of Achievement
MS. SETH KIMHENG

BOARD OF TRUSTEES
ACTION PLAN
JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Progress is made towards a vision and mission that is clear, valid and reflects the esources and capacity of CamEd.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. The vision and mission is up to date.	The board reviewed the vision and mission but did not propose any changes.	The board reviewed and made small adjustments to the vision and mission.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	Conduct a year end review.
2. An annual strategic and action plan is prepared	The plan was prepared.	The plan was prepared.	The plan was approved	The plan was approved.	Prepare and approve an annual strategic and action plan
3. Strategic objective targets are met or exceeded.	11/16 = 69%	9/14 = 64%	8/16 = 50%	14/20 = 70%	60%+

OBJECTIVE #2

Oversee the financial per ormance and financial position of Ca d Business School.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. There is an appropriate annual budget.	The budget was approved by the President.	The budget was approved by the board.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A budget shall be reviewed and approved by the board.
2. A set of financial statements is prepared.	The financial statements were approved by the President.	In progress.	Achieved	Achieved	The 2021 financia statements shall be prepared by the CFO, approved by the President and submitted to the Audit Committee
3. A management accounting report is prepared.	NA	NA	NA	NA	A management accounting report will be prepared.
4. Appointment of external auditor is conducted.	Appointed by the Shareholder	Appointed by the Shareholder	Appointed by the Audit Committee	Appointed by the Audit Committee	Appointed by the Audit Committee
5. The annual internal audit report is reviewed.	NA	NA	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	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 performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 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 was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared for dissemination A financial report was prepared for the shareholder.	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 executi e performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Engagement scores of board members.	NA	4.85	4.94	4.6	4.5+
2. Evaluate the performance of the President on a scale of 1-7.	The board did not arrange an independent evaluation of the president in 2017.	A review was conducted.	6.9	7	6.5+
3. Evaluate the performance of the Board.	Performance was internally evaluated.	An internal and an independent external evaluation were conducted.	An internal evaluation was conducted.	An internal evaluation was conducted.	Conduct an internal and external evaluation
4. A timeline of board meetings and tentativ agenda items is prepared for the following year.	A timeline was prepared.	A timeline was prepared	A timeline was prepared.	A timeline was prepared.	A 2022 timeline shall be prepared by the end of the year.

OBJECTIVE #5

Oversee the risk management process of the institu e.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Risk management framework is annually reviewed.	NA	NA	The risk management framework was approved on 30 November 2019.	Not achieved	By the end of the first quarter.
2. Risk management reports are reviewed.	NA	NA	NA	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA is submitted to the risk committee

IQA DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review students' sati faction on induction ogram.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Conduct and disseminate the evaluation report on the Camping Program	NA	NA	NA	Achieved - report submitted on 24 Aug 2020.	Report in March.
2. Conduct and disseminate the evaluation report on the Orientation Progra	NA	NA	NA	Achieved - report submitted on 24 Aug 2020	Report in March.

OBJECTIVE #2

Review the alignment of the Curriculum (if there is any misalignment- brief report).

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review the alignment of the curriculum graduate attributes, ELOs, and CLOs.	NA	NA	NA	Review report on the alignment of the curriculum submitted to the Curriculum Committee by December.	Report to Curriculum Committee in October
2. Coordinate the review and rationalization o PLOs	NA	NA	NA	NA	Report to Curriculum Committee in October
3. Coordinate faculty peer reviews of lessons, materials, course specifications, non-exa assessments, alignment	NA	NA	NA	NA	Instrument design in January Report in July and December

OBJECTIVE #3

Strengthen the capacity of the QET in each department.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Capacity building for QET	NA	NA	NA	All QET teams receive 2 training sessions in Feb & Aug.	Training on data analytics and basic statistics Apr
2. Train about ACBSP standards and requirements	NA	NA	NA	NA	1st training: Jan 2nd training: Jul

OBJECTIVE #4

Develop the capacity of the IQA Department members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. IQA members attend AUN-QA training and conference	NA	IQA self-study of ACC	1 Conference; Tiers 1, 2, 3; OBE	The conference was cancelled.	One AUN-QA Online Conference: All
2. IQA members receive training from ACC and MoEYS	NA	IQA self-study of ACC	5 training sessions were attende	4 training sessions were attended	2 trainings: 3 people
3. IQA members have a clear understanding of ACBSP.	NA	NA	NA	Dr. Sok Uttara attended the ACBSP training in Feb.	2 ACBSP Online Conference/ workshop: All
4. IQA receives professional training (CAT)	NA	NA	NA	Dr. Sok Uttara & Chan Tola took the FFA course.	Uttara: FA Tola: FA1

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

Review and evaluate the implementation of the ecommendations y AUN-QA and ACC.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	NA	Three executives, four support staff, and three academic staff joined AUN-QA training.	90% -faculty and staff attended a internal seminar on the AUN-QA recommenda-tions	100% of accepted recommenda tions of AUN QA were implemented.	Follow up the implementation of the AUN-QA recommenda tions (100% by Jun)
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	NA	NA	100% of accepted recommenda-tions of ACC were implemented.	Follow up the implementation of the ACC recommenda tions (100% by Jun)

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	NA	NA	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review the checklist of conformity to the CLOs submitted by LSC	NA	50%	100%	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec

2.3 Strengthen the Quality and Efficiency of Marking, Giving Feedback and Assessment Results

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review marking rubrics of assignments and facilitate the use of the rubrics	NA	NA	Assignment rubrics collected from faculty	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%
2. Review the quality of the major assessments	NA	NA	NA	NA	30% of courses in each year level
3. Review the quality of marking.	NA	NA	NA	NA	Check to confirm that all assessment answers are shared with students. In June and December, send an end-of-term survey to students about the quality of marking major assessments. Risk based review of 30% of courses in each year level

OBJECTIVE #3

Conduct classroom observations and peer eview to ensure quality of the teaching and learning.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	85%	90%	50% of faculty observed by IQA-IA advisor	50% of the faculty will be observed by the IQA-IA Unit	100% of the faculty will be observed by the IQA-IA Department.
2. Teaching performance of all faculty to be observed by Faculty Council	NA	Achieved	31 faculty members observed	All faculty will be observed once per term, and new faculty will be observed twice per term.	All faculty will be observed once per semester, and new faculty twice per semester.

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

Ensure an Accurate Report on the Student Stati tics, Stude t Learning Outcomes and Institutional Functio

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Conduct institutiona evaluation by students, by faculty, and by sta	NA	NA	Achieved	Achieved	Report will be submitted in Oc
2. Conduct student self-evaluation of learning outcomes	NA	NA	Piloted	Report was submitted in December	Report will be submitted in June and December

OBJECTIVE #2

Review the departmental self-assessment reports.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Coordinate the sharing of the good practices of each department.	NA	NA	NA	One sharing session of good practices in July and another one in Dec.	One sharing session of good practices in Dec
2. Review and give feedback to the departmental self-assessment reports	NA	NA	NA	5.9	6.0+

OBJECTIVE #3

Become a member of the Accreditation Council or Business Schools and Programs (ACBSP).

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Become a member of ACBSP	NA	NA	NA	Achieved	NA
2. Become a candidate of ACBSP and a mentor is assigned	NA	NA	NA	Achieved for candidacy	Mentor will be assigned in Feb
3. Submit self-assessment report to ACBSP	NA	NA	NA	NA	Self-assessment report is accepted by ACBSP by Mar
4. Get accredited by ACBSP by Dec	NA	NA	NA	NA	Accredited by ACBSP by Dec

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. The results of IQA Department self-assessment	NA	NA	NA	To be updated	6.0+
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	NA	Performance was reviewed against annual planning KPIs by the President.	Reports of the results will be presented to the President and BoT by December. 5.8	6.5	6.0+
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	NA	NA	5.9	6.0+

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Coordinate a tracer study conducted by a consulting fir	NA	Achieved	Achieved: Report submitted to IQ	Tracer study report was submitted to IQA in Aug	Tracer study report is submitted to IQA in Aug

OBJECTIVE #2

Synthesize systemic data and give recommendations or improvement.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	NA	NA	An integrated report and recommendations for improvement are provided to respective departments in Dec.	An integrated report and recommendations for improvement are provided to respective departments in Dec.

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Ensure the reliability and integrity of the financial and ope ational i formation

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review the accounting guidelines used by accounting and financ department.	Conducted by the Office o the President	Conducted by the Office o the President.	Achieved	100% of accounting guidelines were reviewed.	100% of accounting policies, procedures & guidelines will be reviewed.
2. Review the accounting and financial transac-tions relevant to the financial statements to determine if there are sufficient controls ove the cycles.	External Audit	NA	Achieved	Review Report submitted to Finance on 31 July 2020	Report on the implementation of accounting guidelines.
3. Review of cash and deposit reconciliation on a date randomly selected.	NA	NA	1. 26-April, 2019 2. 29-July, 2019 3. 22-October, 2019 4. 13-December, 2019	1. 29 Apr 2020 2. 27 Jul 2020 3. 04 Nov 2020 4. 21 Dec 2020	4 spot checks

OBJECTIVE #2

Review the e ecti eness and efficiency of the ontrol system in each department.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Coordinate risk assessments and advise corrective actions in eac department.	NA	NA	Achieved	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA in June and December.
2. Validate explanation on budget variances.	NA	NA	Achieved	Achieved	To achieve in October
3. Submit an annual internal audit report to the Audit Committee and BoT	NA	NA	Report was submitted to BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	Report will be submitted to the Audit Committee and BoT in January.
4. Conduct risk-based review of price/cost/expense	NA	NA	NA	Achieved	Report on expense in July
5. Conduct cost reduction review	NA	NA	NA	Cost Reduction Report on agreement with all departments saving up to $441, 782	Cost Reduction Report on agree-ment will be submitted to VP for IQA-IA in October.

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. IA members receive training from ISO.	NA	NA	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.	- One online training about data analytics for LIA - One training for IA by LIA
2. IA members pursue Master and PhD programs.	NA	NA	NA	PhD in Education - Ms. Maria Isabelita	Master Degree in Professional Accountancy MSc: Mr. Mean Udam
3. Lead internal auditor receives mentoring and coaching from IA mentor.	NA	NA	Two Meeting with IA Mentor	5 Meeting with IA Mentor	LIA will gain ACCA membership by Dec.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	NA	NA	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	Two meeting or face to face enterprise visits.

OBJECTIVE #4

Review and evaluate the implementation of the ecommendations y internal auditors, ISO auditors and external auditor.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	NA	NA	N/A	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).

OBJECTIVE #5

Review the IA Department's performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. The IA performance is reviewed by BoT, President, and Department Heads.	NA	NA	NA	6.83	5.5+
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IA Department's Recommendations"	NA	NA	6.25	6.5	5.5+

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Review the curriculum and program specifi ation or conformity with the vision and mission of the school.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review the curriculum for conformity with the vision and mission.	Achieved	Achieved	Achieved in line with AUN accreditation process.	Achieved. (Add work placement course)	Conformity review will be conducted.

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	Achieved	Achieved	1. Meetings with 4 employers (conducted by LSC) 2. Not Achieved 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Not Achieved 2. Meetings with 11 alumni (conducted by LSC) 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. In person meetings with 5+ key employers 2. In person meetings with 5+ alumni 3. Survey employers 4. Survey alumni
2. Conduct external evaluation of the program specification	NA	Achieved	Achieved	Not Achieved.	To achieve by the fourth quarter.
3. Benchmark the program specificatio with international universities	NA	Achieved	Achieved	Achieved.	To achieve for new programs by Jan
4. Before year end, the tax syllabus is reviewed by an external firm	Reviewed by KPMG in April 2017.	Reviewed by KPMG in July 2018.	Reviewed by KPMG in February 2019.	Reviewed by VDB in November 2020.	To achieve by August 2021.
5. Before year end, the business law syllabus is reviewed by an external firm	Not reviewed.	Reviewed by DFDL in July 2018.	Reviewed by DFDL in February 2019	Reviewed by Dr. Prum Virak in November 2020.	To achieve by August 2021.
6. Assignments, projects, and field trips in course specifications ar reviewed and revised.	NA	Achieved	Achieved by the LSC Department.	Achieved by LSC and IQA-IA.	To Achieve.

OBJECTIVE #3

Draft n w program specifi ations

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. A master's degree program specificatio will be drafted and subject to evaluations by key stakeholders, including alumni and employer.	NA	Not Achieved.	Not Achieved.	Not Achieved.	Submit the program to MoEYs by March 15.

OBJECTIVE #4

Develop the capacity of the Curriculum Commi   ee.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Identify and participat in relevant training to improve Committee members' skill in developing the curriculum.	Two Curriculum Committee members joined AUN-QA training.	Three Curriculum Committee members joined AUN-QA training.	Two Curriculum Committee members joined two AUN-QA training.	Two Curriculum Committee members joined the ACBSP conference.	Participate in 1+ workshops, training, or higher education related to curriculum development.

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Student evaluation of lecturer quality.	Average lecturer evaluations for BA classes were as follows: **JJ2017** Evaluation 1: 6.1 Evaluation 2: 6.3 **JD2017** Evaluation 1: 6.3 Evaluation 2: 6.2	Average lecturer evaluations for BA classes were as follows: **JJ2018** BA Evaluation 1: 6.11 BA Evaluation 2: 6.23 ACCA/CAT Eval 1: 6.19 ACCA/CAT Eval 2: 6.28 **JD2018** BA Evaluation 1: 6.36 BA Evaluation 2: 6.41 ACCA/CAT Eval 1: 6.22 ACCA/CAT Eval 2: 6.20	Average lecturer evaluations were as follows: **JJ2019** BA Evaluation 1: 6.30 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.33 ACCA/CAT Eval 2: 6.41 **JD2019** BA Evaluation 1: 6.46 BA Evaluation 2: 6.42 ACCA/CAT Eval 1: 6.36 ACCA/CAT Eval 2: 6.35	Average lecturer evaluations were as follows: **JJ2020** BA Evaluation 1: 6.42 BA Evaluation 2: 6.35 BA Evaluation 3: 6.31 ACCA/CAT Eval 1: 6.29 ACCA/CAT Eval 2: 6.21 ACCA/CAT Eval 3: 6.17 **JD2020** BA Evaluation 1: 6.39 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.25 ACCA/CAT Eval 2: 6.30	Average lecturer evaluations were as follows: **JJ2021** BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ **JD2021** 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 effectivenes of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	IQA evaluations were on a risk based approach and did not cover all lecturers.	Overall score: ACCA/CAT Lecturers = 6.43 BA Lecturers = 6.38	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.59	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+
3. Average bachelor student self-study hours per lecture hour.	1.21	1.09	1.18	1.12	1.4

4. International pass rates for exams embedded in the bachelor program.	Pass rates ½ or more of international pass rates for 6/7 subjects.	Pass rates ½ or more of international pass rates for 5/7 subjects.	Pass rate ½ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	No international Exam due to Covid-19	Pass rates ½ or more of international pass rates for 6 out of 7 subjects.
5. International pass rates for professional certification exa not embedded in the bachelor program.	2017 Pass rates ⅔ or more of international pass rates for 11/11 subjects.	2018 Pass rates ⅔ or more of international pass rates for 7/10 subjects.	Pass rates ⅔ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 subjects in JD19.	Pass rates ⅔ or more of international pass rates for 7/9 subjects.	Pass rates 2/3 or more of international pass rates for 8 out of 10 subjects.
6. Student evaluation of the integrity of exams.	NA	JJ18 Midterm:6.36 JJ18 Final: 6.42 JD18 Midterm:5.58 JD18 Final : 5.85	JJ19 Midterm: 6.34 JJ19 Final: 6.00 JD19 Midterm: 5:67 JD19 Final: 6.27	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20	JJ21 Midterm: 6.1+ JJ21 Final: 6.1+ JD12 Midterm: 6.1+ JD21 Final: 6.1+
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation 93% Second year continuation 8 Third year continuation 92%	First year entering second: 85% Second year entering third: 95% Third year entering fourth: 96%	First year continuation 90% Second year continuation 9 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	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Lecturers review and participate in the revision of their course specification	Achieved	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specification	Achieved	Achieved	Achieved		To achieve
3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 68.4% 2 or more workshops = 42.1% 3 or more workshops = 26.3% 4 or more workshops = 10.5% 5 or more workshops = 10.5%	1 or more workshops = 90% 2 or more workshops = 55% 3 or more workshops = 45%	1 or more workshops = 31/34 = 91% 2 or more workshops = 23/34 = 68% 3 or more workshops = 15/34 = 44%	1 or more workshops = 13/16 = 82% 2 or more workshops = 8/16 = 50% 3 or more workshops = 6/16 = 38%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+

4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	63.2%	80%	22/25 = 88%	14/16 = 88%	100%
5. Percentage of lecturers who have met with key industry employers.	26.4% of lecturers had sit down one-on-one interviews with at least 4 key industry employers.	1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	1 or more key employer: 29/34 = 85% 2 or more key employers: 19/34 = 56% 3 or more key employers: 14/34 = 41%	1 or more key employer: 12/16 = 75% 2 or more key employers: 8/16 = 50% 3 or more key employers: 5/16 = 31%	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	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review and enhance Faculty's Council policies.	NA	Achieved	Achieved	Achieved	To achieve
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	78.9%	75%	30/34 = 88%	15/16 = 94%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	NA	100%	87%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 0% Full-time lecturers: 85%	Adjunct lecturers: 100% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100% Excluding trustees
5. Percentage of lecturers who have participated in teacher development workshops.	Two workshops: 75%	One workshop: 83% Two workshops: 67% Three workshops: 50%	One or more workshop: 33/33 = 100% Two workshop: 21/33 = 64%	One or more workshop: 13/16 = 81% Two workshops: 7/16 = 44%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Average student evaluation of lecturer quality on a scale of 1-7.	**JJ2017** Evaluation 1: 6.1 Evaluation 2: 6.3 **JD2017** Evaluation 1: 6.4 Evaluation 2: 6.3	**JJ2018** Evaluation 1: 6.2 Evaluation 2: 6.4 **JD2018** Evaluation 1: 6.3 Evaluation 2: 6.4	**JJ2019** Evaluation 1: 6.2 Evaluation 2: 6.2 **JD2019** Evaluation 1: 6.3 Evaluation 2: 6.3	**JJ2020** Evaluation 1: 6.3 Evaluation 2: 6.2 Evaluation 3: 6.3 **JD2020** Evaluation 1: 6.3 Evaluation 2: 6.3	**JJ2021** Evaluation 1: 6.2 Evaluation 2: 6.2 **JD2021** 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 effectivenes of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	IQA evaluations were on a risk based approach and did not cover all lecturers.	Overall Score: 6.44	BA Lecturers: 6.36	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70	BA Lecturers: JJ20 = 6+ JD20 = 6+
3. Average Foundation Year student self-study hours per lecture hour.	1.15	1.18	0.95	1.13	1.4
4. Student evaluation of the integrity of exams.	**JJ2017 midterm:** FY only: 6.61 **JJ2017 final:** FY only: 6.28 **JD2017 midterm:** FY only: 6.50 **JD2017 final:** FY only: 6.39	**JJ2018 midterm:** FY only: 6.13 **JJ2018 final:** FY only: 6.27 **JD2018 midterm:** FY only: 6.47 **JD2018 final:** FY only: 6.37	**JJ2019 midterm:** FY only: 6.26 **JJ2019 final:** FY only: 6.26 **JD2019 midterm:** FY only: 6.07 **JD2019 final:** FY only: 6.07	**JJ2020 midterm:** FY only: 6.21 **JJ2020 final exam:** FY only: 5.82 **JD2020 midterm exam:** FY only: 6.05 **JD2020 final exam:** FY only: 6.30	**JJ2021 midterm:** FY only: 6+ **JJ2021 final:** FY only: 6+ **JD2021 midterm:** FY only: 6+ **JD2021 final:** FY only: 6+
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second:	First year entering second: 92%	First year entering second: 93%	First year entering second: 85%	100%

6. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Baseline	2021 Target
1. Foundation Year lecturers review and participate in the revision of their course specification	Achieved	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specification	Achieved	Achieved	Achieved	Achieved	To achieve
3. Percentage of Foundation Year lecturers who have attended or participate in industry conferences and workshops.	1 or more workshops: 67% 2 or more workshops: 17% 3 or more workshops: 17% 4 or more workshops: None 5 or more workshops: None	1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22%	1 or more workshops: 10/12 = 83% 2 or more workshops: 6/12 = 50% 3 or more workshops: 5/12 = 42%	1 or more workshops: 5/11 = 45% 2 or more workshops: 3/11 = 27% 3 or more workshops: 2/11 = 18%	1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	100%	67%	9/12 = 75%	9/11 = 82%	100%
5. Percentage of Foundation Year lecturers who have met with key industry employers.	17% of lecturers had sit-down one-on-one interviews with at least 4 key industry employers.	1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56%	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%	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	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	NA	Achieved	Achieved	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.	83%	78%	8/12 = 67%	10/11 = 91%	80%
3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	NA	100%	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	85%	100%	Adjunct lecturers: 0% Full-time lecturers: 100%	Full time lecturers: 100%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Two workshops: 75%	1 workshop: 90% 2 workshops: 80% 3 workshops: 70%	1 workshop: 13/13 = 100% 2 workshops: 10/13 = 77%	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2017 Baseline	2018 Baseline	2019 Baseline	2020 Baseline	2021 Target
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	NA	NA	One Admission test.	At least 5 tests of 90 minutes are submitted to the President
2. Develop the English Entrance test focusing on writing (Offici Entrance Exam)	NA	NA	NA	Not Achieved.	1 test of 90 minutes is submitted to the President

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

To contribute to the vision of CamEd and foster academic development by producing new and relevant hight quality academic research.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Number of research papers submitted by faculty.	23	17	JJ2019: 11 JD2019: 14	Literature Reviews:16 Final Papers: 23	No of Literature Review: 30+ No of Research Papers: 25+
2. Percent of faculty submitting researc papers.	59%	30% of full time facult 17 papers submitte	31% of BA faculty 18% of adjunct faculty 11 articles to be published in JJ19 and 14 articles to be published in JD19.	63% of BA faculty 30% of adjunct faculty 12 articles to be published in JJ20 and 11 articles to be published in JD20.	60% of BA faculty 30% of adjunct faculty
3. Average peer evaluation scores on a scale of 1-7.	4.8	5.33	5.54	6.11	6.0+
4. Number of student research papers submitted to internal or external conferences or journals	NA	NA	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 teams	2: Research presentation in international virtual research symposium (6 students)	10

OBJECTIVE #2

To enhance the impact of research with dissemination, publi ation, and publicit .

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	1	14	12	10	15
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	Achieved	To be achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	NA	NA	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	1 Research Symposium	3. events: 2. Research Presentation events with CSSA 1. Research Symposium

OBJECTIVE #3

To manage research, grants, and publication   ffici   tly, fairly and transparently.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Conduct a research committee electio	Election held	No election was held.	Election was held at the lecturer meeting on January 13, 2019.	No election was held.	Hold election in December 2021
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	NA	6.05	5.74	5.96	6.0+

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.56	5.95	5.71	6.11	6+
2. End of year, ratio of bachelor program academic staff to LSC staff	2.36:1 (26/11) Recruit or assign: English assistant	2.15:1 (28/13)	2.85:1 (40/14)	2.33:1 (28/12)	2:00
3. Course specifications ar reviewed by lecturers with support from LSC prior to commencement of each term to ensure they are up to date and aligned with the program specificatio and relevant standards.	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

Ensure high quality study materials aligned with course specifi ations, adhered to the curriculum, and prepared for students in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Have lecture notes submitted to LSC and passed to the graphic designer before the start of each term.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Have lecture notes cross-checked against the course specificatio before having them printed or delivered.	Achieved	Achieved	Achieved	Achieved	To achieve
3. Ensure lessons, assessment and materials conform to the course specificatio	Achieved	Achieved	Achieved	Achieved	To achieve
4. Percentage of BA lecturers, who have introduced real-world app via local case studies, research assignments, and guest lecturers	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 63%	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 80%	Foundation Year lecturers: 75% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 82% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%

5. Evaluation score of the quality of lecture notes on a scale of 1 - 7.	JJ2017: 6.37 JD2017: 6.44	JJ2018: 6.56 JD2018: 6.67	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.63 JD2020: 6.63	JJ2021: 6+ JD2021: 6+

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Date of conducting faculty evaluation for 100% of courses.	**JJ2017 (achieved)** Evaluation 1: February Evaluation 2: Ma **JD2017 (achieved)** Evaluation 1: August Evaluation 2: October	**JJ2018 (achieved)** Evaluation 1: February Evaluation 2: Ma **JD2018 (achieved)** Evaluation 1: August Evaluation 2: October	**JJ2019 (achieved)** Evaluation 1: February Evaluation 2: Ma **JD2018 (achieved)** Evaluation 1: August Evaluation 2: October	**JJ2020 (achieved)** Evaluation 1: February Midterm evaluation: April (due to the drastic transitio from physical to online class) Evaluation 2: Ma **JD2020 (achieved)** Evaluation 1: August Evaluation 2: October	**JJ2021** Evaluation 1: Fe Evaluation 2: Apri **JD2021** Evaluation 1: Au Evaluation 2: Oc

OBJECTIVE #4

Deliver high quality examinations and g ading in line with course specifi ations or students in a timely manne .

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	**JJ2017 (achieved)** Draft midterm: February Midterm: March Draft final: M Final: June **JD2017 (achieved)** Draft midterm: August Midterm: September Draft final November Final: December	**JJ2018 (achieved)** Draft midterm: February Midterm: March Draft final: M Final: June **JD2018 (achieved)** Draft midterm: August Midterm: September Draft final November Final: December	**JJ2019 (achieved)** Draft midterm: February Midterm: March Draft final: M Final: June **JD2019 (achieved)** Draft midterm: August Midterm: September Draft final November Final: December	**JJ2020 (achieved)** Draft midterm: February Midterm: March Draft final: M Final: June **JD2020 (achieved)** Draft midterm: August Midterm: September Draft final November Final: December	**JJ2021** Draft midterm: Mar Midterm: April Draft final: M Final: June **JD2021** Draft midterm: Aug Midterm: Sep Draft final: N Final: Dec

2. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	**JJ2017 midterm:** FY only: 6.61 BA (excluding FY): 6.21 **JJ2017 final exam:** FY only: 6.28 BA (excluding FY): 5.94	**JJ2018 midterm:** FY only: 6.13 BA (excluding FY): 6.61 **JJ2018 final exam:** FY only: 6.27 BA (excluding FY): 6.57	**JJ2019 midterm exam:** FY only: 6.26 BA (excluding FY): 6.02 **JJ2019 final exam:** FY only: 6.26 BA (excluding FY): 6.24	**JJ2020 midterm exam:** FY only: 6.21 BA (excluding FY): 6.36 **JJ2020 final exam:** FY only: 5.82 BA (excluding FY): 5.81	**JJ2021 midterm exam:** FY only: 6+ BA (excluding FY): 6+ **JJ2021 final exam:** FY only: 6+ BA (excluding FY): 6+
	JD2017 midterm: FY only: 6.50 BA (excluding FY): 6.01 **JD2017 final exam:** FY only: 6.39 BA (excluding FY): 6.10	**JD2018 midterm:** FY only: 6.47 BA (excluding FY): 5.86 **JD2018 final exam:** FY only: 6.37 BA (excluding FY): 6.12	**JD2019 midterm exam:** FY only: 6.07 BA (excluding FY): 6.02 **JD2019 final exam:** FY only: 6.07 BA (excluding FY): 6.11	**JD2020 midterm exam:** FY only: 6.05 BA (excluding FY): 6.25 **JD2020 final exam:** FY only: 6.30 BA (excluding FY): 6.20	**JD2021 midterm exam:** FY only: 6+ BA (excluding FY): 6+ **JD2021 final exam:** FY only: 6+ BA (excluding FY): 6+
3. Feedback results for exams are given to the students in a timely manner.	JJ2017 midterm: April (achieved) JJ2017 final: July (achieved) JD2017 midterm: October (achieved) JD2017 final: January 2018 (achieved)	JJ2018 midterm: April (achieved) JJ2018 final: July (achieved) JD2018 midterm: Oct (achieved) JD2018 final: Jan 2019 (achieved)	JJ2019 midterm: April (achieved) JJ2019 final: July (achieved)8 JD2019 midterm: Oct (achieved) JD2019 final: Jan 2020 (achieved)	JJ2020 midterm: April (achieved) JJ2020 final: July (achieved) JD2020 midterm: October (achieved) JD2020 final: January 2021 (achieved)	JJ2021 midterm: April JJ2021 final: Jul JD2021 midterm: October JD2021 final: Ja

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Give cheating students a warning letter for a first offence noti for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice	Achieved	Achieved	Achieved	Achieved	To achieve
2. For exams, give an auto failing notice to the cheating students for a first offens	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #6

Ensure the productivit , development and cooperation of LSC membe s.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. LSC staff are productive as measured by an appropriate number of classes/LSC team members.	JJ17: 12.5 JD17: 13.4	JJ2018: 13.7 JD2018: 11.8	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 16.25 JD2020: 15.67	JJ2021: 12 JD2021: 12
2. Average LSC peer appraisal (How well did he/she do the job?) on a scale of 1 - 7 appraised by peers and the department head.	N/A	6.08	6.34	6.42	6+
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question “Do you like your LSC team?”	N/A	6.12	6.81	6.58	6.3+
4. Average score for self appraisal to the question “Are you challenged by your work?” on a scale of 1-7.	6.29	6.41	6.64	6.40	6+
5. LSC staff will study CAT ACCA at CamEd, with passing exam scores.	- Sonon: FAB, FMA, CBL (passed) - Udam: FA1, FA2, FAB, FFA, FAU, CBL, PM (passed) - Sita: CBL (passed) - Devin: CBL (passed)	- Lyhong: CBL (passed) - Sonon: F7 (passed) - Udam: F7, F8, F9(passed) - Kanika: MA1 (passed) - An Sita: MA1 (passed)	- Sonon: CTax & F9 (passed), F5 (passed) - Nika: FA1 & FAU(passed), FFM (passed) - Chanthea: FAU (passed) , FFM (passed) - Bunna: F2/FMA (No exam) - Sokunneath: FA1 (passed)	- Sokunneath: FA1-2 & FFA, MA1-2(Passed) - Nika: FA2 & FFA, F1 (Passed) - Chanthea FA1-2, F2-3, MA1-2, CTax (Passed)	- Neath: FAU, FFM, CBL, CTX - Bunna: F2, F3, CBL, CTX - Nika: F5, F7, F8,CTX - Chanthea: F5, F7, F8, F9 - Sita: FA1, FA2, F1
6. LSC staff will study English at ACE, with a pass result.	N/A	- Cheoun Narin: GEP, L12 (passed) - Yem Sai: GEP, L12 (passed) - Chan Somaniza: GEP, L12 (passed) - Phorn Lyhong: GEP, L11A (passed) - Bora: L6	- Lyhong: ACE (completed Level 12) - Chanthea: ACE (graduated) - Nika: GEP, L11B - Bora: GEP, L9A	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn’t enroll due to Covid-19	- Nika: L12 ACE

7. LSC staff will enroll in a master program/PhD related to education management	N/A	- Nop Sonon Graduated MBA at NUM	- Yem Bunthorn: master of education at RUPP - Chan Somaniza: master of education at RUPP - An Sita: master of education RUPP or TESOL at PUC	- Yem Bunthorn: MEd at RUPP (terms 3 - 4) - Chan Somaniza : MEd at RUPP (Terms 3 - 4) - An Sita: Master at IFL, RUPP (Term 1)	- Bunthorn & Niza: To complete MEd at RUPP - An Sita: MA at IFL - Phalin : MEd at RUPP - Meng : MEd at RUPP - Lyhong: MBA at RULE
8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	Training by ACC on Curriculum Development Focusing on Student Learning Outcomes: 1 person Training By ACC on Alignment of Teaching Methodology and Student Assessment: 1 person Training by DHE on Curriculum Development for Higher Education reference to NQF: 1 person	AUN-QA Tier 1: 6 people AUN-QA OBE: 1 person MOEYS HED training: 1 person Training on Alignment of LO & Teaching and Learning Assessment Methods & Grading Rubrics: 11 people Training on customer service: 3 people	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16 - 17 January 2020 in Singapore None went to ACC & Ministry training	2 staff: OB 2 staff: AUN Tier

LIBRARY DEPARTMENT
ACTION PLAN
JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide e ecti e services, management and assessment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Evaluations scores on a scale of 1-7	5.65	6.03	Students: 5.67 Academic Staff: 6.2	Support Staff: 6.0 Faculty:6.64 Students: 6.69	Students: 6.0+ Academic staff: 6.0
2. Team member engagement score on a scale of 1-5	6.08	6.31	4.5	4.1	4.5+
3. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App.	NA	NA	NA	NA	To achieve
4. Apply AI Technology in the library service	NA	NA	NA	This was adopted on FAQ handout, we plan to make a short video and convert it into AR video for students to scan to experience lively instructional FAQs and Answers.	To achieve
5. Develop and Coordinate Open Access on students research hosting in the library website	NA	NA	NA	Achieved - OER (fb post & Oreintation presentation - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	To achieve
6. Building Statistic Repor on Overall Service & Resource Usage	NA	NA	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	Achieved -Reports on computer usage, tablet usage, check-outs, patrons for 2020.	To achieve
7. Department Assessment Report (Physical library & Online library survey to students & lecturers)	NA	NA	3.70 (Scale 1-5)	3.81 (Scale 1-5)	To achieve

OBJECTIVE #2

Develop and Enhance Research and Reference Services.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Creating an instructiona book featuring library orientation, library instruction, programs, and assessment.	1 brochure created	10+ Posters created	10+ Posters created	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by Oct 2020	10 posters to achieve
2. Provide on demand advising on research skills & information literacy.	NA	NA	Achieved with book finding and searching resources via library databases.	Achieved - insert in library orientation to all BA intake students, and completed produce master plan for RSD	To achieve target with 20 users
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	400 BA foundation students received instruction via training sessions	500 BA foundation students received instruction via training sessions	600 BA foundation students received instruction via training sessions + 1 orientation vide	Achieved - 551 BA foundation students received instruction via training session + library orientation video	600+ students
4. Number of online articles, book reviews, and event reports produced.	3/2=150%	3/2=150%	5 book reviews 5 online article	**Achieved** - 10 Book Summaries - 10 Online article - Welcome Coach Corner program	10+ article
5. Number of MOUs	NA	NA	International: Local: 4	**Achieved** 4. Local Hun Sen Library for Cambodian Studies Subject PUC - American Corner for English Story Books CKS Library for History Books RULE Library for Law Subject 1. International from RMIT OER Libguides for Academics links to LMS OER For Students as learners	4+

OBJECTIVE #3

Activitie Conducted to Enhance Student Engagement: Engage more users and readers, empower and encourage them to read, research, and think positi ely.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Number of outreach events to promote library and reading	1	1/1	3	Events was cancel as COVID-19 Outbreak	3+ events
2. Number of participants in the book/reading club	50 members of reading club	25/20 members of reading club	5 ambassadors Team working on media including promotional videos and facebook post	Achieved	5+ ambassadors
3. Production of a video on library usage, services, benefits, and outcomes	1	NA	10+ video achieved	10+ video achieved	10+ videos
4. Number of student engagement activitie conducted	1/1	3/1	4	3	To achieve

OBJECTIVE #4

Librarian Staff Capacity D velopment Program: Librarian Development Program, Networking and Self Branding.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Twitter account for up to date new discovery trending related to information technology, library and resources	NA	NA	1	Achieved	1+
2. Number of memberships of CLA (Regional), & ALA, ACRL, and IATUL (International).	1/1	1/1	2	**Achieved** 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	2+
3. Number of case study sessions	1 Meeting Hel	1 Meeting Hel	4	50% completed - ISO training sharing - Library Book Meeting Catch U	4+
4. Number of books read and reviewed by each librarian.	4 Blogs Post	2 Blogs Post	10	**Achieved** Ref. Part B. Library Blog Post	10+
5. Number of open access research/journal articles published by each librarian.	NA	NA	1	**To achieved** - Research Title: “Right to Access to Digital Resources and Services on the Use of Technology: An Interpretation of the Academic Libraries in Cambodia”	1+

6. Number of local and international training, online courses, webinars, conferences and workshops.	4	3	1 webinar 10 local training/ workshops/ events No online learning course	**Achieved** 1 ISO Training: Cost Quality Control - 9 online webinars: - SIG-ALICE Coaching programme monthly catch up @ Fri Jan 3, 2020 - RSD introductory workshop @ Wed Jan 15, 2020 - (SIG ALICE meeting) @ Wed Feb 19, 2020 - CamEd Zoom meeting @ Thu Mar 19, 2020, @ Wed Apr 22, 2020, @ Thu Apr 30, 2020, @ May 21, 2020 - Zoom@CEBS Library Skills Program Review @ Wed Jun 24, 2020 - Zoom Training Managing References with Mendeley: - A workshop for CamEd Business School Library (IATUL SIG-Alice Program) @ 7th July 2020	10+
7. Number of staff study Master/CAT/ACCA/ Diploma.	NA	NA	Socheat & Roseka: FA1 Roseka : Finished MBA	NA	Socheat: Master of Education at Norton University Roseka: Master of Library/ Information (Online) Sothean: CBL Raksmey: MA at IFL(RUPP)

DEPARTMENT OF FINANCE
ACTION PLAN
JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

To achieve / maintain be er service quality to relevant people, especially lecturers and students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
The average appraisal score done by lecturers and students, on a scale from 1 - 7	Lecturers: 6.40 Students: 5.61	Lecturers: 6.35 Students: 6.09	Lecturers: 6.17 Students: 5.32	Lecturers: 6.22 Students: 6.10	Lecturers: 6+ Students: 6+

OBJECTIVE #2

Prepare audited financial tatements in accordance with IFRS.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Completion date of financial statement	Achieved	Mar 2018	Feb 2019	Jan 10, 2020	Jan 15, 2021
Date of issuance of audit report	Delayed	Delayed	Sep 05, 2019	Feb 28, 2020	Mar 15, 2021

OBJECTIVE #3

Conduct timely financial eporting decision makin , budgetin , financial mana ement, and tax compliance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Date of completion of annual budget preparatio	NA	NA	NA	NA	Dec 2020
Date of completion of annual budget report	NA	Apr 03, 2018	Mar 10, 2019	Feb 2020	Mar 2021
Date of submission of annual tax return to GDT	Achieved	Achieved	Mar 31, 2019	Mar 2020	Mar 2021
Date of completion for dra mid-year financial repor	Aug 31, 2017	Not achieved	Aug 2019	Jul 2020	Aug 2021
Date of completion for dra mid-year budget report	Aug 28, 2017	Nov 06, 2018	Aug 2019	Jul 2020	Aug 2021

OBJECTIVE #4

Effici t purchase management to reduce costs and achieve be er quality of goods or services purchased.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Total annual cost of goods or services purchased not in Approved Vendor Report (AVR)	$150,000 (Estimated	Not Achieved	Not Achieved	Less than $100,000	Non approved vendors purchases less than $200,000
Total Payment Vouchers (PV) produced each year	1,200 PV	1,272 PV	1,751 PV	1,310 PV	1,500 PV
Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	57 Days	35 Days	42 Days	13 days	30 Days +

OBJECTIVE #5

To ensure be er cash collection, i vestment opportunity, and to maximize interest earnings.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Annual increase of cash collection	Total cash collected: $6,166,280	6.02% $6,537,299	3.5% $6,756,862	$6,985,721(3%)	5%+
Annual percentage increase of investment amount	Investment balance: $2,962,522	15.74% $3,428,807	43% $4,901,752	$6,688,750 (36%)	5%+
Annual percentage increase of interest earned	Interest earning amount: $199,148	32.59% $264,056	+7.22% $283,123	$344,021 (22%)	5%+

OBJECTIVE #6

Early receipt of payments to improve cash collection and m ximize investments.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
On time communicatio of early fee promotion to students in 2019	JJ2017: February 28, 2017 JD2017: September 01, 2017	JJ2018: April 03, 2018 JD2018: August 31, 2018	JJ2019: March 14, 2019 JD2019: September 10, 2019	JJ20: 26 Mar 2020 JD20: 31 Aug 2020	JJ21: Mar 31, 2021 JD21: Aug 31, 2021
Number of students paid by 3 months and 9 months earlier.	3 months earlier- 386 9 months earlier- 122 Total: 508	3 months earlier: 451 9 months earlier: 171 Total: 622	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months: 288 9 months: 70 Total: 358	3 months earlier: 350+ 9 months earlier: 100+ Total: 450+
Total fees received for the whole promotion Champaign	3 months earlier- $590,350 9 months earlier- $327,709 Total: $918,059	3 months earlier: $639,442 9 months earlier: $452,457 Total: $1,091,899	3 months: 4%, $677,492 9 months: 6%, $480,637 Total: 6%, $1,158,129	3 months: Not Achieved ($465,374) 9 months: Not Achieved ($243,221) Total: $708,595	3 months: 5%, $711,367 9 months: 5%, $504,669 Total: 5%, $1,216,035 (Pending)

OBJECTIVE #7

E ecti e and effici   t AR control.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Date of invoice delivery to students each term	JJ17: February 02, 2017 JD17: August 08, 2017	JJ18: February 19, 2018 JD18: August 15, 2018	JJ19: February 09, 2019 JD19: August 02, 2019	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2020 JD21: Aug 2020
Bad debt written o each term is minimal	JJ17: $5,560 JD17: $4,992	JJ18: $5,603 JD18: $3,383	JJ19: $3,000 JD19: $3,000	JJ20: $11,865 JD20: $3,303	JJ21: Less than $7,000 JD21: Less than $7,000
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	9 days	39 days	29 days	31 days	30 days
Number of payment methods available to students	(3) Direct / Wing / Bank	(3) Direct / Wing / Bank	Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	4+
Amount of fees received by banking or other services such as bank transfer, etc.	$20,868	$62,979	$946,846	$2,767,888	$3M+

OBJECTIVE #8

Quality service from front line finance departme t team.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Number of errors of receipts during 12 random checks	Around 5	Around 5	Less than 2 per month	Less than 2 per month	2 or less
Balance due from installment payment agreement (IPA) by the deadline	Around 50%	Around 50%	Less than 20%	Less than 20%	20%
Conduct knowledge assessments	Random test	Random test	Not Achieved	Individual direct training and assessment	Monthly assessment

OBJECTIVE #9

To enhance efficienc and productivity by increasing online payments, updating online requests and streamlining procurement processes.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Launching of online payment gateway	N/A	N/A	N/A	N/A	Jun 2021
Integration of ABA banking with QuickBooks Online	N/A	N/A	N/A	N/A	Jun 2021
Deploy a cash deposit machine at CamEd	N/A	N/A	N/A	Not Achieved	Dec 2021
Expansion of online request (no of new online request and tracking report)	N/A	N/A	N/A	NA	2+
User satisfaction o online requests (1 - 7)	N/A	N/A	N/A	NA	6+

OBJECTIVE #10

To ensure service quality and performance of employees in the finance department. Also, to strengthen the be er relationship of peers and continuous p ofessional development (CPD) of individual employees.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
The average peer appraisal score done by each employee, on a scale from 1 - 7	5.67	6.22	6.23	6.17	6+
The average management appraisal score done by manager, on a scale from 1 - 7	6.42	6.50	6.81	6.72	6+
Number of training events or conference attended relatin to accounting, finance an tax throughout the year	6	7	8	6	6+
Number of sharing sessions conducted internally by each team in the department of financ	4	4	8	6	6+

Number of employee taking MBA / PHD, passing final semester exam	0	3 (MBA) Keat Marath (Started) Khut Sophanna (Started) Phalla Thida (Started)	3 (MBA) Keat Marath (Graduated) Khut Sophanna (Graduated) Phalla Thida (Graduated) Chan Sokleakena-(Started)	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (to graduate)
Number of employee taking CamEd Program, with passing scores				- Chan Sokleakena (passed F7) - Khut Sophanna (passed FFM) - Sorn Tithynika (graduated CAT) - Prum Sothida (graduated CAT and passed CTAX)	- Keat Marath (CTAX) - Chan Sokleakena (PM, AA, FM) - Khut Sophanna (FAU, CTAX, FM) - Sorn Tithynika (CTAX, FR, FM) - Prum Sothida (FR, PM, AA, FM) - Phalla Thida (CTAX) - Bou Chansonita (FFA)
Number of employees to attend short course	3	1			- Keat Marath (GDT TAX, Digital Innovation for Finance, Data Analytics - Chan Sokleakena (GDT TAX, Digital Innovation for Finance) - Khut Sophanna (Digital Innovation for Finance) - Other relevant workshop during the year

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT ACTION PLAN JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	5.37	5.78	6.37	6.19	6+
2. 2020 Graduate evaluation of employment quality	75.8% bachelor degree graduates rank their present employment as “good” or “excellent”	76.7% bachelor degree graduates ranked their present employment as “good” or “excellent”	94% bachelor degree graduates ranked their present employment as “good” or “excellent”	62% of bachelor degree graduates rank their present employment as “good” or “excellent”	70%+ bachelor degree graduates rank their present employment as “good” or “excellent”
3. Percent of fresh graduates employed within three months of finishing studies	As of March 30, 2018 BA: 85%	As of March 30, 2019 BA: 91.96%	As of March 18, 2020 BA: 91%	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 85%
4. Number of resume training sessions	3	3	3	2	2
5. Percent of 3rd year students who do a mock interview	80%	88.46%	0%	81%	80%+
6. Number of sharing sessions from CamEd alumni and graduates	2: 1. Auditor Sharing 2. FA1 & FA2 Exam Strategy	2: 1. Tax Consultant 2. School Club experience	2: 1. Big Four Sharing Session 2. Motivationa Speech - Jamie Andrew	2: 1. Online big four sharing session 2. C-Tax Sharing session from LY Porchhoun	2
7. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	NA	NA	1. Prudential (BUE & Team Psycho) 2. AIA (F9) 3. CBL Company (BFI & IFRS) 4. Hyandai (BFI & IFRS) 5. Unilever (BFI & IFRS) 6. CIMB Bank (F9)	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.	7+
8. Number of students joining internal and external debate competitions and publi speaking.	Internal: 15 External: Done	Internal: 30 External: 5	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	-President Debate Debate: 24 Presentation: 3 External: None	Internal 80+ External 10+

9. For all incoming and exiting students: Measure life goals and emotional intelligence	NA	NA	NA	NA	Identify the assessment instrument for use in 2022.

OBJECTIVE #2

Support the employment needs of firms, banks, local companies, financial institution and other organizations in employing quality accounting and finance ofessionals.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Employer evaluation on career services department on scale of 1 - 7	NA	6.5	71% of employers described CSSA provides good support, Tracer Report 2019	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)	70% of employers described CSSA provides good or excellent support
2. Average percent of big four new hires who are CamEd students	Average: 78% PwC=77% Deloitte=86 EY=70% KPMG=80%	Average: 81% PwC=85% Deloitte=90% EY=78% KPMG= 70%	Average: 70% PwC= 71% Deloitte= 88 EY= 82% KPMG= 40%	Average: 79.5% PwC= 70% Deloitte= 79 EY= 84% KPMG= 85%	Average: 70%+
3. Number of relevant companies whom CSSA has met and introduced career services. How many new meet? # of new companies that we have worked through email	5: BDO, DFDL, IVISS, ACA, ACU	5: AII, FII, Prudential VCA, PPCC	5:	Due to Covid, companies do not allow for any physical meeting. *We only could met - 3E-fii - Prince Bank *Introduced through phone & email: 47	10+
4. Number of workshops conducted by employers	9	10	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco Internationa 5. Deloitte	1. KPMG 1. Prudentia 2. Heineken 3. ABA	5+
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Accounting Audit 2. Banking/ Insurance Employer booths: NA	2: 1. Accounting Audit 2. Banking/ Insurance Employer booths: 1. 10 2. 7	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	Not achieved. We couldn't do due to Covid-19	2: 1. Accounting Audit 2. Banking/ Insurance Employer booths: 8+
6. Percent of students who stay at least one year with their first job placement	NA	NA	NA	NA	70%

OBJECTIVE #3

Students learn fi sthand about business, business processes, and the work environment in di erent countries.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Hong Kong, 42 students, 4.41 2. Thailand, 106 Students, 4.93	1. Thailand, 49 students, 6.21 2. Hong Kong (Not Achieved)	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	Not achieved due to Covid 19	1. Hong Kong 35 pax (If covid is over)
2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Heineken Factory	1. Olympia City 2. Council of Ministers 3. Heineken Factory	1. Amru rice 2. Chip Mong Insee 3. OCIC Project 4. 2 Times at Heineken	1. Heineken Factory 2. Vital company	3+

OBJECTIVE #4

Timely and high quality academic advising is provided to students to ensure success and continued tudy.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7	NA	NA	6.3	6.19	6+
2. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation 93% Second year continuation 8 Third year continuation 92%	First year continuation 85 % Second year continuation: 95% Third year continuation 96%	First year continuation:9 % Second year continuation 9 Third year continuation 90%
3. Percent of students with failures in the previous term contacted for consulting on academic performance.	NA (previously by LSC and registrar)	Emailed: 400/400 = 100% Met in person or by phone: 237/400 = 59%	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 =72% JD: 129/197 =65%	Emailed: 100/100 = 100% Met in person or by phone: 70%
4. Number of tutors to support underperfor-mance students' academic life	NA	NA	No of Tutor: 31 JJ19: 28 JD19: 3 No of Students: 195 Active: 8 tutor Evaluation: 6.5	No of total Tutor: 25 JJ2020: 28 total /13 new Total Evaluation JJ: 6.48 JD2020: 37 total /11 new No of Student: 266 Active: 10 tutor Total Evaluation JD: 6.54	No of active tutors: JJ2021: 10+ JD2021: 10+ No of Students: JJ2021: 100+ JD2021: 100+ Evaluation: 6

OBJECTIVE #5

Enhance students' bachelor of accounting and finance learning t ough particip tion in tudent clubs.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Student evaluation of student clubs on a scale of 1-7.	NA	5.76	5.84	6.06	6+
2. Number of students who are members of clubs, excluding the student government.	95	113	270	362	300+
3. Number of activitie organized by all student clubs.	8	13	15	29	20+

OBJECTIVE #6

Build student leadership, confidence, competi eness, and social skills through sports activitie including Futsal, Basketball, and Athletics

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Student evaluation of sporting activities on scale of 1-7.	NA	5.68	5.29	6.28 (Athletic Championship)	6.00+
2. Number of teams in the Women's Futsal Tournament.	22	20	24	N/A	20
3. Number of teams in the Men's Futsal Tournament.	22	22	22	N/A	20
4. Number of students in the Athletics Competitio	152	155	170	271	200+
5. Number of teams in the Men's Basketball Tournament.	8	13	7	N/A	12
6. Number of teams in the Women's Basketball Tournament.	14	15	16	N/A	12
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	Total medal: 14 Gold: 2 Silver: 3 Bronze: 9	Total medals: 10 Gold: 2 Silver: 2 Bronze: 6	NA No University Cup in 2019	N/A	Total medals: 10+

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. The number of students using psychological counseling services at least once.	20 students used the service from 1 time up to 4 times	22	37	46 (Mr. Srun Hour - 28, Daan - 13)	30+

OBJECTIVE #8

Establish and coordinate a formal alumni association

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Alumni evaluation of CSSA support on a scale of 1-7.	NA	NA	NA	NA	5.5+
2. Number of CamEd alumni joining the first generation of alumni associatio	NA	NA	NA	NA	50+
3. Conduct an annual Alumni charity with evaluatio	NA	NA	NA	NA	5.5+
4. The number of alumni joining the networking event	NA	NA	NA	NA	40+

OBJECTIVE #9

Improve the capacity, e ecti eness and efficiency of C A department and staff d velopment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. CSSA website accessible for students and employers	NA	Planned career services access and consulted with IT to outsource design.	In progress with IT team	We already created career management in academic system	Continue to improve on the existing on
2. Staffs' training and study development	Sopha: Passed ACE Level 10A	- Cheata: Begin MBA course - Sopha: Passed 2 CAT exams Passed 4 ACE levels	- Cheata: None - Sopha: Studied F2, F3 and FAU (No exam) - Theary: Pass 1 CAT exams FAU	- Cheata: Continue MBA course (1 term) - Sopha: MBA in Educatio - Theary: Study ACCA 4 papers - Borey: CAT, FA1	- Cheata: JJ2021: Ctax and Continue Master degree in Management at NUM to be finished in May 2022 Also AUN training Tier 1 - Sopha: Continue studying for a Master Degree in Education at RUPP to finish in December 2021 - Borey: MBA to finish in 2023 - Theary: JJ2021:AA, FFM JD2021: CTax, FR Also AUN training Tier 1 - Chansy: Team Building Training Leadership development short course

ADMISSIONS - PROCESSING
ACTION PLAN
JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Ensure timel , e ecti e, and friendly processing of applications in ompliance with institu e policies.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives	NA	Achieved	Achieved	Achieved	March 2021
2. For all programs, review and enhance online and printed communication of admissions information	NA	Achieved	Achieved	Achieved	March 2021
3. Applicant evaluation of quality, efficienc and fairness of the admissions process, on a scale of 1-7.	Not measured	6.19	5.81	5.97	6.1+
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies	100%	100%	100%	100%	100%

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

To manage research, grants, and publication ffici tly, fairly and transparently.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Average student evaluation on a scale of 1-7	5.62	6.09	5.81	5.97	6.0 +

OBJECTIVE #2

Signifi antly increase the number of new students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Number of presentations in public and international high schools and number of student attendees	Phnom Penh: 34 Province: 25 Attendees: • PP: 5187 • PV: 1695	Phnom Penh: 40 Province: 28 Attendees: • PP: 6098 • PV: 2243	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Phnom Penh: 45 Province: 35
Number of BA+CAT application	• Jan - Jun: 17 • Jul - Dec: 869 Total: 886	• Jan - Jun: 505 • Jul - Dec: 1184 Total: 1689	• Jan - Jun: 293 • Jul - Dec: 1248 Total: 1541	• Jan - Jun: 434 • Jul - Dec: 1552 (In progress) Total: 1986 (by Feb 04, 2021)	1600+
Number of new student deposits for the BA + CAT program	498	746	582	691 (by Feb 4, 2021; In progress)	600+
Number of new students deposits for the BA+CAT program who are foreign students	NA	NA	NA	NA	20
Promote the BA + CAT program to existi g students.	• Brochure distributed: 17 • Email: 9,324 x 4 • SMS: 9,324 x 4 • In class Presented: 17	• Brochure distributed: 43 • Email: 14,661 x 5 • SMS: 51,501 x8 • In class Presented: 43	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class Presented: N/A	• Brochure Distributed: Suspended due to Covid-19 • Email: 77,056 • SMS: 103,223 • In class Presented: 25 • Internal Banner Display 4 time	• Brochure Distributed: 45 • SMS: 51,501 x 4 • Email: 14,000 x 4p • In Class Presented: 43 • Internal Banner Display 4 times

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Number of awareness and networking events organized and joined.	Organized: 7 Joined: 13	Organized: 16 Joined: 19	CamEd event: 11 Networking events: 14	CamEd Event: 22 Networking Events: Suspended due to Covid-19	CamEd Event: 15 Networking Event: 13
Number of letters, emails, meetings, and times tha brochure are distributed.	• Promotion Letter: 10,818 • Presented in Chey Thavy and Sisowath:4 • Met HS directors and get HS Data: N/A • Sharing Session: N/A • BacII Preparation: N/A • Promoting program during Bac II exam and result: 2	• Promotion Letter: 9,88 • Presented in Chey Thavy and Sisowath:4 • Met HS directors and get HS Data: o Phnom Penh: 28 o Province: 24 • Sharing Session: N/A • BacII Preparation: 2 • Promoting program during Bac II exam and result: 2	• Promotion Letter: 9,24 • Presentation in Chey Thavy and Sisowath:3 • Met HS directors and get HS Data: o Phnom Penh: 40 o Province: 37 • Sharing Session: 3 • BacII Preparation Course: 4 • Promoting program during Bac II exam and result: 2	• Promotion Letter: 3,12 • Presentation in Chey Thavy and Sisowath: Suspend due to Covid-19 • Met HS directors and get HS Data: o Phnom Penh: 31 o Province: 14 • Suspended due to Covid-19 • Sharing Session: 1 • BacII Preparation Course: 20 • Promoting program during Bac II exam and result: In progress	• Promotion Letter: 5000+ x 2 time • Presentation in Chey Thavy and Sisowath: 3 times x 2 days • Met HS directors and get HS Data: o Phnom Penh: 45 o Province: 35 • Sharing session: 6 • Bac II Exam Preparation Course: 11 • Promoting BA program during Bac II exam and result: 2
Branding image through channel marketing such as digital communication, mass media, and social networks	● Digital Marketing: o Facebook: 198 o Youtube: 5 o PR Article: 3 o Instagram: 198 o Newspapers: 104 o Insert brochure in Newspaper: 12 o Google Display Network: 110,063 o Display on News Website: N/A	● Digital Marketing: o Facebook: 335 o Youtube: 5 o PR Article: 2 o Instagram: 335 o Newspapers: 173 o Inserted brochure in Newspaper: 11 o Google Display Network : 26,831 o Display on News Website: 1 size / 6 months; 1 size / 3 months	● Digital Marketing: o Facebook Page: 378 posts o Youtube: 21 videos o Media websites (PR Article): 16 posts (Skip Posting due to BA peak period) o Instagram: 378 posts o Line: 0 post o Linkedin: 2 posts o Newspapers: 175 time	● Digital Marketing ● Digital Marketing o Facebook Page: 282 posts ***Special remarks: Get authorise on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. o Youtube: 36 videos o Media websites (PR Article): 21 posts o Instagram: 282 posts	● Digital Marketing: o Facebook: 365 o Youtube: 10 o Telegram Channel: 150 o LinkedIn: 150 o PR Article: 1 o Instagram: 365 o Newspapers: 24 o Insert brochure in Newspaper: 8 o Google Display Network: 12 months

	• Special Report/ Supplement: 2 • Telemar-keting • E-mail: 10,686 x 7 ○ SMS: 8,219 x 7 ○ Sales Calls: 12,172 • Cambodian Job: 5 • CJCC Displays: N/A	• Special Report / Supplement: 6 • Telemar-keting ○ SMS: 11,365 x 7 ○ Email: 13,445 x 7 ○ Sales Calls: 17,986 • Cambodian Job: 5 • CJCC Displays: 6	○ PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page ○ PPP Website: 128,520 impressions & 85 clicks ○ Commercial video advertising in Fresh News: 3 months (20 times per day ○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 time ● Special Report/ Supplement: 6 issues ● Telemarketing ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 time	○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months ○ KSP Website: 8 months ○ Inserted brochure in Newspaper: 4 time ● Special Report / Supplement: 8 issues ● Telemarketing: (Dec 2, 20) ○ Email: 73,823 ○ SMS: 116.755 ● Cambodia Jobs: 8 time ● CJCC Display: Suspend due to Covid-19	○ Display on News Website: 4 sizes / 8 months ● Special Report/ Supplement: 10 ● Telemarketing ○ SMS: 30,000 ○ Email: 15,000 x 9 ○ Sales Calls: 15,000 • Cambodia Jobs: 8 • CJCC Display: 12
Sufficient budget expenditure on advertising	**$210,176**	**$252,104**	**$306,434**	**$269,564 (As of Nov 1, 20)**	**$574,854**

OBJECTIVE #4

Encourage and increase the productivity of epresentati es.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Regular team meetings to review sales performance, provide guidance and motivatio	Achieved: 12 monthly meeting	Achieved: 12 monthly meeting	40+ weekly meeting	21 meeting	24+ weekly meeting

OBJECTIVE #5

Training and Development: to build up sales, marketing and English langua e skills.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Number of staff trained and training programs.	**English Language** Ms. Phoeun Sreynoch - ACE Level 8 **CamEd Training** Ms. Samoeun Maryna - FA1, MA1 Mr. Nuon Piseth - FA1, MA1 **Specialist Local and International Training:** Ms. Chanras, Ms. Maryna, Ms. Pichata, Ms. Sreynoch, and Ms. Sokong - High Sales Performance at CJCC Ms. Chanras, Ms. Maryna, Ms. Sreynoch, and Mr. Piseth - Public Speaking Training at CamEd **Higher Education: N/A** **International Training: N/A** **Local Conferences and Networking: N/A**	**English Language** Ms. Phoeun Sreynoch - ACE Level 9A Ms. Eang Rithychanras - ACE Level 11B Ms. Sao Sokong - ACE Level 7B **CamEd Training** Ms. Phoeun Sreynoch - Tax Ms. Eang Rithychanras - Tax Mr. Nuon Piseth - Tax Ms. Samoeun Maryna - Tax **Specialist Local and International Training:** All admission staff joined Customer Service training that was conducted by Capacity Specialists training school on June 25, 2018. **Higher Education: N/A** **International Training:** Ms. Sam Sokuntheary- Effectiv Marketing Strategies(Singapore, Feb 26-27, 2018).	**English Language** Ms. Phoeun Sreynoch - ACE Level 9B. Mr. Noun Piseth- ACE Level 9B, 10 and 11A Ms. Sao Sokong - ACE Level 9A **CamEd Training** Ms. Samoeun Maryna - FA2 Ms. Eang Rithychanras - Internal Auditor by ISO **Higher Education** Ms. Phoeun Sreynoch- Master (Year 2, semester 1) Mr. Nuon Piseth- Master (Term 3) Ms. Van Pichata- Master (Term 1) Mr. Hou Naroth- Bachelor at PUC (Year 1) Ms. Sao Sokong-Master (Year 1, Semester 1) **International Training** 3 staff (Noch, Piseth and Maryna) joined Integrated Digital Marketing Strategies in Singapore from March 25-26 Ms. Sam Sokuntheary joined Asian Accounting Educatio Workgroup in Malaysia from July 26-27	**English Language** Mr. Noun Piseth- ACE Level 11B **CamEd Training** Ms. Samoeun Maryna - MA2 & CTax Ms. Van Pichata - F1 & CTax **Specialist Local and International Training** Graphic Design: Ms. Sam Sokuntheary, Phoeun Sreynoch, Samoeun Maryna and Reth Kimty **Higher Education** Ms. Phoeun Sreynoch-Master (Year2, Semester 2 and Master Graduated) Mr. Nuon Piseth-Master (Term 3, 4&5) Ms. Eang Rithychanras- Master (Year 1 - semester 1) **Local Conferences/ Training**	**English Language** Mr. Noun Piseth, Hann Chhally and Reach Saysobora - Academic Course at ACE Mr. Hou Naroth - Business English Program at Cam-Asian **CamEd Training** Ms. Van Pichata - Exam CTax **Specialist Local** Ms. Eang Rithychanras, Van Pichata, Noun Piseth and Hou Naroth - Photoshop and Illustrator Mr. Reth Kimty - Excel and Word training course Mr. Hann Chally - Media and Graphic design **Higher Education** Ms. Eang Rithychanras, and Van Pichata - Master (Year1, Semester 1 & 2) Mr. Nuon Piseth-Master (Term 6, 7&8)

		Chanras, Naroth, Pichata, and Sokong-Selling Techniques to Drive Higher Revenue and Profit (Singapore, Mar 19-20, 2018) **Local Conferences and Networking**	Ms. Sam Sokuntheary joined EduTech 2019 Conference in Singapore on November 4-7 Ms. Sam Sokuntheary joined “3rd AUN-QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework” in Thailand on October 15 - 18 **ACC** Ms. Sam Sokuntheary joined training workshop in Siem Reap on “Guidelines and Rubrics for National Standards of Accreditation” from June 20-23 **EuroCham Breakfast Talk** Ms. Sam Sokuntheary joined Breakfast Talk on “Digital & E-Commerce Trends in Cambodia on July 30 **EuroCham Training** Ms. Pichata and Ms. Chanras joined “Sale & Management Training” on May 10, 2019. **6th InterChamber Networking Event** Mrs. Theary, Ms. Chanras, and Ms. Pichata joined on Sep 6, 19	Ms. Sam Sokuntheary Joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined the training Program on Questionnaire Design on October 21 - 23, 2020. **Virtual International Training/ Workshop/ Conference:** Ms. Sam Sokuntheary Joined Digital Marketing Training by Digital Marketing Institute (July - November 2020)	**International Training: N/A** **Local Conferences and Networking** Average number of event attend by admissions staff:
				Ms. Sam Sokuntheary Joined ACBSP 2020 Virtual Conference on June 22-24, 2020	

				Ms. Sam Sokuntheary Joined Meaningful work for the digital professional: Roadmap beyond the pandemic (CPD Units 1) on July 16, 2020 Ms. Sam Sokuntheary Joined EduTech Asia Webinar “Using Technology to deliver lessons during the Covid-19 pandemic” on April 9, 2020. Ms. Sam Sokuntheary Joined LinkedIn Marketing Lab “Getting Star with LinkedIn” on April 16, 2020. Ms. Sam Sokuntheary Joined EduTech Asia “AI and Big Data” on April 23, 2020	

ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide friendly, effici t and e ecti e service to customers.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
Average non-BA student evaluation on a scale of 1-	5.62	6.09	5.81	5.97	6.0+

OBJECTIVE #2

Regularly increase the number of enrolled students for ACCA, CAT, CTax and CBL.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Number of new sponsored students from firms, banks, companies and organizations	**JD2017:** • 38 ACCA • 10 CAT • 5 C.Tax • 1 CBL **JJ2018:** • 18 ACCA • 5 C.Tax • 3 CBL	**JD2018:** • 29 ACCA • 5 CAT • 6 C.Tax • 6 CBL **JJ2019:** • 21 ACCA • 4 CAT • 1 C.Tax	**JD2019:** • 17 ACCA • 5 CAT • 6 C.Tax • 1 CBL **JJ2020:** • 40 ACCA • 14 CTax • 2 CBL	**JD2020:** • 24 ACCA • 8 CAT • 3 C.Tax • 2 CBL **JJ2021** • 38 ACCA • 8 CAT • 20 C.Tax • 1 CBL	**JD2021:** • 24 ACCA • 8 CAT • 3 C.Tax • 3 CBL **JJ2022:** • 24 ACCA • 8 CAT • 3 C.Tax • 2 CBL
2. The total number of new ACCA students.	JD2017: 135 JJ2018: 117	JD2018: 132 JJ2019: 147	JD2019: 120 JJ2020: 133	JD2020: 86 JJ2021: 88	JD2020: 80+ JJ2021: 85+
3. Increase number of new CAT students.	JD2017: 47 JJ2018: 76	JD2018: 49 JJ2019: 78	JD2019: 47 JJ2020: 63	JD2020: 30 JJ2021: 28	JD2020: 35+ JJ2021: 60+
4. Increase number of new C.Tax students.	JD2017: 114 JJ2018: 112	JD2018: 121 JJ2019: 101	JD2019: 110 JJ2020: 83	JD2020: 63 JJ2021: 84	JD2020: 65+ JJ2021: 70+

OBJECTIVE #3

Regularly build CamEd's brand awareness and branding image in order to increasing the number of enrollment student and achieve target for ACCA, CAT, Tax and CBL programs.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	**Digital Marketing:** ○ Facebook: 198 ○ Youtube: 5 ○ PR Article: 3 ○ Instagram: 198 ○ Newspapers: 104	**Digital Marketing:** ○ Facebook: 335 ○ Youtube: 5 ○ PR Article: 2 ○ Instagram: 335 ○ Newspapers: 173	**Digital Marketing:** ○ Facebook Page: 378 posts (Dec 31, 19) ○ Youtube: 21 videos	● Digital Marketing ○ Facebook Page: 202 (Oct 22, 2020) ○ Youtube: 28 (Oct 22, 2020) ○ PR Article: 12(Oct 22, 20 ○ Instagram: 202 posts (Oct 22, 2020)	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 10 ○ Telegram Channel: 150 ○ LinkedIn: 150 ○ PR Article: 1 ○ Instagram: 365 ○ Newspapers: 24

	○ Insert brochure in Newspaper: 12 ○ Google Display Network: 110,063 ○ Display on News Website: N/A **Special Report/ Supplement: 2** **Telemarketing:** ○ E-mail: 10,686 x 7 ○ SMS: 8,219 x 7 ○ Sales Calls: 12,172 **Cambodian Job: N/A** **CJCC Displays: N/A**	○ Inserted brochure in Newspaper: 11 ○ Google Display Network : 26,831 ○ Display on News Website: 1 size / 6 months; 1 size / 3 months **Special Report/ Supplement: 6** **Telemarketing:** ○ SMS: 11,365 x 7 ○ Email: 13,445 x 7 ○ Sales Calls: 17,986 **Cambodian Job: 5** **CJCC Displays: 6**	○ Media websites (PR Article): 16 posts ○ Instagram: 378 posts ○ Newspapers: 175 time ○ PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page ○ PPP Website: 128,520 impressions & 85 clicks ○ Commercial video advertising in Fresh News: 3 months (20 times per day ○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 time ● Special Report/ Supplement: 6 issues ● Telemarketing ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 time	● Digital Marketing ○ Facebook Page: 202 (Oct 22, 2020) ○ Youtube: 28 (Oct 22, 2020) ○ PR Article: 12(Oct 22, 20 ○ Instagram: 202 posts (Oct 22, 2020) ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng):4 months ○ PPP Website & Mobile: 4 months ○ Fresh News E-marketing on Website and Mobile: 6 months ○ Business Cambodia Website and Facebook: 4 months ○ KSP Website: 4 months ○ Inserted brochure in Newspaper: 4 time ● Special Report/ Supplement: 8 issues ● Cambodia Jobs: 2 time ● CJCC Display: Suspend due to Covid-19	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 10 ○ Telegram Channel: 150 ○ LinkedIn: 150 ○ PR Article: 1 ○ Instagram: 365 ○ Newspapers: 24 ○ Insert brochure in Newspaper: 8 ○ Google Display Network: 12 months ○ Display on News Website: 4 sizes/8 months ● Special Report/ Supplement: 10 ● Telemarketing ○ SMS: 30,000 ○ Email: 15,000 x 9 ○ Sales Calls: 15,000 ● Cambodia Jobs: 8 ● CJCC Display: 12

2. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts	CamEd events: 7 Networking events: 13	CamEd Events: 16 Networking Event: 19	CamEd event: 11 Networking events: 14	CamEd event: 22 Networking events: Suspended due to Covid-19	CamEd Event: 15 Networking Events: 13
3. Number of visits to companies and promotional letter sent to build CamEd's brand and maintain relationships with new and existing employer	New companies: 12 Existing clients: 16 Letters sent: 10,818	New companies: 10 Existing clients: 18 Letters sent: 9,887	New companies: 12 Existing clients: 18 Letters : 9,24	New companies: Suspended due to Covide-19 Existing clients: In progress (Communication via email and Call) Letters: 3,121 (In process)	New companies: 15 Existing clients: 20 Letters : 5,000+ x 2
4. Sufficient budge expenditure on advertisin	**$210,176.49**	**$252,104.13**	**$306,433.92**	**$269,564.34 (As of Nov 1, 20)**	**$574,854**

OBJECTIVE #4 & #5

Productivity: increase of the output and encourage representati es to take on more work challenges and Training and Development: to build up the capacity of sale and marketing skills as ell as be er of English language

Please note that the indicators for this objecti e of #4 and #5 are described in the Higher Education Marketing Strategy and Action Plan because the higher education epresentati es also fulfill the ole of corporate marketing epresentati es.

ACCA AND MOEYS COORDINATION

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

To successfully register new and graduating tudents with MOEYS and ACCA.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Ministry observed entrance exam is conducted for new students who apply to study in JJ2021.	The exam was successfully conducted on 28 Nov, 2017	The exam was successfully conducted on 30 Nov, 2018	The exam was successfully conducted on 29 Nov, 2019	It is delayed to 2021 due to the postponed exam of BAC II	The exam will be conducted in Feb 2021 for JJ21 students and in Nov 2021 for JJ22 students
2. The percent of confirmed JJ2020 BA students whose BAC II certificate are verified by the General Education Department.	479/479 = 100%	479/480 = 99.8%. One fake certificat was found.	704/704 = 100%	100% (538 BAC II certificate are confirmed by MoE)	100%
3. Percent of graduated BA students taking and passing the official exi exam and reported to MoEYS for official approval.	226/226 = 100%	334/334 = 100% Exit exam was conducted: (1st Exam on Dec 26, 2018)= 333 (2nd Exam on Feb 22, 2019)= 1	Number of students took exit exam: 326 Number of students passed: 312 Exit exam on: Dec 27, 2019	MoEYS approved on issuing the certificate o BA program for 313 students (100%)	100%
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	621	625/625 = 100%	496/496 = 100%	100% (723 accounts) Updated on Dec 15	100%
5. Percent of students successfully processed for CBL and CTAX papers.	N/A	87 students	55 students (paid student)	CBL: 23 students CTax: 20 students (Jan - Dec 15)	100%

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Percent of CHEA meetings attende	N/A	4/4 = 100%	2/4 = 50%	3/3 = 100%	1 or more executives: 50 MOEYS and ACCA Coordination official: 9

2. Evaluation score on a scale of 1-7 from executives and relevant staff to the questio "Does the MOEYS and ACCA Coordination Department keep you updated on MOEYS announcements, requests and initi tives?	N/A	NA	5.5	6.0	6.0+

OBJECTIVE #3

Improve capacity, efficiency and skill

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Study Master Degree at RUPP	N/A	N/A	Completed 2 terms out of 6 terms	Completed 2 terms	To be graduated
2. Percent of MoEYs Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation	2/2=100%	2 workshops attende	6 workshop	1 Sharing workshop at ACC 1 workshop in Kampot	2 workshops/ training
3. Number of international training/workshops/ Conference attended	N/A	2/2 = 100%	No	No	1

HUMAN RESOURCE

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide e ecti e, effici t, and quality HR management and services to employees and lecturers.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Engagement score of academic and support staff on a scale of 1-7	Academic Staff: NA Support Staff 4.37	Academic Staff: 6.1 Support Staff: 6.2	Academic Staff: 6.1 Support Staff: 5.8	Academic Staff: 6.2 Support Staff: 6.1	Academic: 6+ Support Staff: 6
2. Average academic staff evaluations of HR on a scale of 1-7	6.25	6.25	6.16	5.57	6.0+
3. Average support staff evaluations of HR on a scale of 1-7	6.0	6.0	6.07	5.57	6.0+

OBJECTIVE #2

Recruit staff o reach department and organizational objec es.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	Achieved	November
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria	Achieved	Achieved	Achieved	Achieved	November
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	Recorded separate from action plan	15 applicants	Achieved	Achieved	10+ applicants
4. Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	Recorded separate from action plan	6.06	6.1	5.8	10+
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	Recorded separate from action plan	6.0+	6.14	6.1	6.0+
6. Induction evaluation rat on a scale of 1-7.	There was no induction evaluation in 2017.	6.04	2.33	6.0	6.0+

7. Faculty (academics) qualificatio	Out of 23 BA faculty, the highest level of education was as follows: PhD: 10 Professional qualification master degree: 3 Professional qualificatio only: 2 Master degree only: 8 BA only: 0 PhD: 43% Professional qualificatio + master degree: 13% Master only: 35% Professional qualificatio only: 8.7% BA only: 0%	Out of 27 BA faculty, the highest level of education was as follows: PhD: 11 Professional qualification master degree: 6 Professional qualificatio only: 1 Master degree only: 8 BA only: 1 PhD: 41% Professional qualificatio + master degree: 22% Master only: 30% Professional qualificatio only: 4% BA only: 4%	Out of 33 BA faculty, the highest level of education was as follows: PhD: 14 Professional qualification master degree: 6 Master degree only: 10 BA only: 3 PhD: 42% Professional qualificatio + master degree: 18% Master only: 30% BA only: 9%	Out of 32 BA faculty, the highest level of education was as follows: PhD: 12 Professional qualification master degree: 7 Master degree only: 9 BA only: 4 PhD: 38% Professional qualificatio + master degree: 22% Master only: 28% BA only: 13%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualificatio will increase.

OBJECTIVE #3

Development and Training: Improve job performance of staff and g oups at CamEd.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Timely completion of annual performance and development reviews and new contracts.	We missed to prepare the new term contract on JD17 due to the lack of number of staff in the department	Review: July-December New contracts: December	Review: October 10,2019 New contracts: December 2019	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021
2. Timely completion of training and development plans.	Support Staff: Academic Staff	Support Staff July-December Academic Staff	Support Staff September 30 Academic Staff December	Support Staff December 2020 Academic Staff December 2020	Support Staff December 2021 Academic Staff December 2021
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles an research publication lists.	Achieved	Achieved	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	- January - July
4. Tighten staff relations team building and spirit by involving with CamEd trips and activities measured by average engagement score on a scale of 1-5	NA	4.49	5	7	6.0+

5. Safety: Number of fire alarm training sessions, fire extinguishe trainings, and percent of staff trained in first ai	Fire alarm training: 1 Fire ext. training: 1 First aid trained: NA	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 25%	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50%	Fire alarm training :2 Fire External Training: 0 First aid trained: 0	Fire alarm training :2 March and October Fire External Training: 1 First aid trained: 90% July
6. Number of specific staff training.	Recorded separate from action plan	8	74	30	50%
7. Improve staff's English proficiency, measured by average score from ACE exam.	NA	2.3	Not Achieved	End of March- delayed	March 2021
8. Percent staff attendanc for the annual staff party, annual donation, and annual trip.	Recorded separate from action plan	Annual Party 92% (82/89 people) Annual Donation 45% (37/83 people) Annual Trip 63% (57/91 people)	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual party: 90%+ Annual trip: 70%+
9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	NA	NA	NA	April August December
10. Numbers of the HR staff will study MBA.	NA	NA	- Vaung Sea: completed Human Resource Management & Business Accounting and Finance at Charles Sturt University.	- Vaung Sea: No class in Charles Sturt University. due to Covid-19	- Nget Savet: MBA at NUM - Vaung Sea: MBA at NUM
11. Number of HR staff will study CAT/ACCA	NA	NA	NA	NA	- Nget Savet: MA1 - Nop Sonon: JJ21 SBR exam, JD21 AFM exam. - Vaung Sea, C.Tax JJ21, CBL JD21
12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/professor revision of course specificatio	NA	Three workshops were held	Two workshops were held	Three workshops were held	To achieve

13. Percentage of academic staff who have attende or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 67% 2 or more workshops: 17% 3 or more workshops: 17% Second, Third, and Fourth Year lecturers: 1 or more workshops: 68.4% 2 or more workshops: 42.1% 3 or more workshops: 26.3% 4 or more workshops: 10.5% 5 or more workshops: 10.5%	Foundation Year lecturers: 1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22% Second, Third, and Fourth Year lecturers: 1 or more workshops: 90% 2 or more workshops: 55% 3 or more workshops: 45%	Foundation Year lecturers: 1 or more workshops: 83% 2 or more workshops: 50% 3 or more workshops: 42% Second, Third, and Fourth Year lecturers: 1 or more workshops: 91% 2 or more workshops: 68% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 45% 2 or more workshops: 27% 3 or more workshops: 18% Second, Third, and Fourth Year lecturers: 1 or more workshops: 82% 2 or more workshops: 50% 3 or more workshops: 38%	Foundation Year lecturers: 1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+ Second, Third, and Fourth Year lecturers: 1 or more workshops: 90%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+
14. Percentage of lecturers who have met with key industry employers.	**Foundation Year lecturers:** 17% of lecturers had sit-down one-on-one interviews with at least 4 key industry employers. **Second, Third, and Fourth Year lecturers:** 26.4% of lecturers had sit down one-on-one interviews with at least 4 key industry employers.	**Foundation Year lecturers:** 1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56% **Second, Third, and Fourth Year lecturers:** 1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	**Foundation Year lecturers:** 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 42% **Second, Third, and Fourth Year lecturers:** 1 or more key employer: 85% 2 or more key employers: 56% 3 or more key employers: 41%	**Foundation Year lecturers:** 1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27% **Second, Third, and Fourth Year lecturers:** 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	**Foundation Year lecturers:** 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50% **Second, Third, and Fourth Year lecturers:** 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%
15. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	**Foundation Year lecturers:** 83% **Second, Third, and Fourth Year lecturers:** 78.9%	**Foundation Year lecturers:** 78% **Second, Third, and Fourth Year lecturers:** 75%	**Foundation Year lecturers:** 67% **Second, Third, and Fourth Year lecturers:** 88%	**Foundation Year lecturers:** 91% **Second, Third, and Fourth Year lecturers:** 94%	**Foundation Year lecturers:** 80% **Second, Third, and Fourth Year lecturers:** 100%

16. Percentage of lecturers who have completed a self- assessment and self-development plan.	NA	**Foundation Year lecturers:** 100% **Second, Third, and Fourth Year lecturers:** 100%	**Foundation Year lecturers:** 100% **Second, Third, and Fourth Year lecturers:** 87%	**Foundation Year lecturers:** 100% **Second, Third, and Fourth Year lecturers:** 100%	**Foundation Year lecturers:** 100% **Second, Third, and Fourth Year lecturers:** 100%
17. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	**Foundation Year lecturers:** Two workshops: 75% **Second, Third, and Fourth Year lecturers:** Two workshops: 75%	**Foundation Year lecturers:** 1 workshop: 90% 2 workshops: 80% 3 workshops: 70% **Second, Third, and Fourth Year lecturers:** One workshop: 83% Two workshops: 67% Three workshops: 50%	**Foundation Year lecturers:** 1 workshop: 100% 2 workshops: 77% **Second, Third, and Fourth Year lecturers:** One or more workshop: 100% Two workshop: 64%	**Foundation Year lecturers:** 1 workshop: 91% 2 workshops: 72% **Second, Third, and Fourth Year lecturers:** One or more workshop: 81% Two workshops: 44%	**Foundation Year lecturers:** 1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+ **Second, Third, and Fourth Year lecturers:** One workshop: 100% Two workshops: 75%+ Three workshops: 25%+

OBJECTIVE #4

Comply with the Ministry of Labor and other ministries and legal requirements.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Ensure CamEd gets sufficient foreign labo quota. Measured by the quota number and percent of foreign BA lecturers who have a work permit card at year-end.	Quota: 13 Permit card: 10/17 = 58%	Quota: 17 Permit card: 100% Achieved	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100%
2. Percent of CamEd full time office staff have a work permit book at year-end.	70/88 = 80%	78/82 = 95% Archived	59/86=69% Archived	90%+ Archived	90%+
3. Percent of CamEd full time Office staff who registered with the NSSF at year-end.	Not yet registered with the NSSF	78/82 = 95% Achieved	72/84-86% Archived	90%+ Archived	90%+
4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	Not yet registered.	21.43%	100% Achieved	100% Achieved	100%
5. Number of staff in-out reports to the Municipal Department of labor.	1	2	1 Achieved	2 Achieved	2

OBJECTIVE #5 (HR TECHNOLOGY)

Enhance HR systems to increase HR productivit , efficiency and onomy.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Result	2021 Target
1. Utilize HR cloud softwar to improve HR service	N/A	N/A	BambooHR gave us license on May 6, 2019	Bamboo HR	Using CamEd HR system to improve HR service
2. Minimize the use of OT budget, measured by the amount of OT for the year.	Recorded separate from action plan	Not achieved OT 2018: $49,087	$51,057	6% of total annual employee salary Archived	6% of total annual employee salary

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Provide website and mobile app services that facilitate learning and CamEd processes.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Student evaluation of the mobile app on a scale of 1-7.	N/A	N/A	N/A		5.5+
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	N/A	N/A	6.14	5.5+
3. Student and lecturer evaluation of online library site and services on a scale of 1-7.	N/A	N/A	N/A	Students: 5.13 Lecturers: 5.8	Students: 5.5+ Lecturers: 5.5+

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Evaluation of WIFI speed and reliability on a scale of 1-7.	N/A	N/A	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.47 Lecturer: 6.35 Staff: 6.2	Students: 5.5+ Lecturer: 5.9+ Staff: 5.9
2. Control and measure user's Internet Bandwidth	N/A	N/A	N/A	N/A	The bandwidth shall control every month.
3. Implement Internet security policy	N/A	N/A	N/A	N/A	To Achieve
4. Provide feedback to users when there is unusual traffic detecte	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #3

Redesign CamEd System User Interface.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Redesign Academic System Interface	N/A	N/A	N/A	N/A	The redesign shall be done by August
2. Redesign Student Access Portal Interface	N/A	N/A	N/A	N/A	The redesign shall be done by May
3. Redesign Mobile App Interface	N/A	N/A	N/A	N/A	The redesign shall be done by November
4. Redesign CamEd Business Library Interface	N/A	N/A	N/A		The redesign shall be done by July

OBJECTIVE #4

Develop new features and update the existing Cam d soft are system.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Student anonymous feedback portal	N/A	N/A	N/A	N/A	To Achieve
2. Include student employment status in student profil	N/A	N/A	N/A	N/A	To Achieve
3. Fingerprint Student Profile Verification f Library	N/A	N/A	N/A	N/A	To Achieve
4. Develop the system upon user request	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #5

Generate Registrar reporting o increase the efficiency and ecti eness of school management.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Collect students' exam result from ACCA website	N/A	N/A	N/A	N/A	To Achieve every January, April, July, October
2. Verify score rule and attendanc	N/A	N/A	N/A	N/A	To Achieve before every B.A result release
2. Generate registrar scheduled report	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #6

Improve staff omputer security and awareness of internet and computer security.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Update Endpoint security license for staff and lecturer computers.	N/A	N/A	N/A	Achieved	100%
2. Implement intrusion prevention system polic	N/A	N/A	N/A	N/A	100%
3. Perform internal pentest when there is introduce of new feature in system/network			N/A	N/A	
3. Basic security training for all support staff	N/A	N/A	Completed social engineering training	N/A	100%

OBJECTIVE #7

Maximum usability and reduce downtime of taff and class oom IT equipment.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7.	N/A	N/A	N/A	5.0	5.5+
2. Implement classroom equipment checking procedure	N/A	N/A	N/A	N/A	To Achieve
3. Implement sta computer checking procedure	N/A	N/A	N/A	N/A	To Achieve
4. On demand software and hardware upgrade.	N/A	Achieved	Achieved	Achieved	To Achieve
5. Introduce a centralized classroom management system.	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #8

Input and verify new BA student information

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Enroll and test fingerprint template for new BA student.	N/A	Achieved	Achieved	Achieved	100%
2. Remove duplicate registrations	N/A	Achieved	Achieved	Achieved	To Achieve by February.
3. Input student Khmer name.	N/A	Achieved	Achieved	Achieved	To Achieve by February.

OBJECTIVE #9

Be ready for ACCA CBE exams for BA, CAT and ACCA students and ACCA CBE Exams PM/F5, TX/F6, FR/F7, AA/F8, FM/F9, FAU and FFM.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Update ACCA CBE client and server software to the latest versions.	N/A	N/A	Achieved	Achieved	To Achieve
2. Conduct training sessions about CBE exam software and rules for LSC staff and students	N/A	N/A	Achieved	Achieved	To Achieve
3. Technical check on Wi-Fi and ethernet cables.	N/A	N/A	Achieved	Achieved	To Achieve
4. Update exam computer software and hardware which is requested by Phearson or ACCA.	N/A	N/A	Achieved	Achieved	To Achieve

OBJECTIVE #10

Improve staff skills and echnical management skills.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Master of Finance	N/A	N/A	N/A	Phengly attended the first semeste	Phengly shall pursue the degree
2. Master of IT	N/A	N/A	N/A	Ratanak completed 3 semesters of the degree	Ratanak shall pursue his master degree and Solin shall attend the master degree
2. IT Security Course	N/A	N/A	N/A	Phengly and Solin completed Pentest	Phengly and Solin shall attend the course
3. Network Course (CCIE 2 and HCIP)	N/A	N/A	N/A	Paul completed the CCIE.	Paul shall pursue the CCIE 2 and attend the HCI
4. Mobile App Development and Database Management System Course	N/A	N/A	N/A	N/A	Borin and Pheara shall attend the courses
5. Basic Network and Database Management Course	N/A	N/A	N/A	N/A	Visal and Visoth shall attend the courses

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2021 - DECEMBER 2021

OBJECTIVE #1

Ensure that the institu e facilities spaciousness as per the amou t of the staff and tudents.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
The occupancy rate of the building according to the number of students and staff projecti	N/A	N/A	N/A	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45

OBJECTIVE #2

Ensure that institu e facilities function ecti ely.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
Evaluations by students, lecturers, and non-academic staff on a scale of 1-7	NA	Students: 5.57 Lecturers: 6.43 Non-academic staff: Not surveyed	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.2	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.4	Students: 6.0+ Lecturers: 6.0+ Non-academic staff: 6.0

OBJECTIVE #3

Enhance facilities eam performance and communication

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Average monthly number of minor installations, renovation and repairs proposed and resolved.	NA	NA	NA	no much installation	10+
2. Number of significant facility renovation, expansion or design projects started.	NA	NA	9	n/a	3+

OBJECTIVE #4

Enhance facilities eam performance and communication

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Team members are satisfied, challenged an committed as indicated by engagement score.	5.60	5.90	6.0	6.20	6+
2. Team composition is adequate.	NA	N/A	N/A	One specialist is hired.	To hire 2 more specialist, to complete the number of staff: 4 including the Assistant Manager

3. Effective co unication as indicated by the number of staff and student requests passed to facilities management via chat applications	NA	N/A	1 CamEd Maintenance Chat	requests were received via Telegram chat and resolved	Develop public channel (Telegram group chat) for students' feedback
4. Develop the reward system within the Maintenance team	N/A	N/A	N/A	Assistant Manager has completed the AC Training.	1. English course for the Assistant Manager 2. Training of the construction work.
5. Improve the Facilities Management Policy	N/A	N/A	1	Updated Policy and Created Maintenance Manual	Improve the Manual and Policy

OBJECTIVE #5

Optimise use of acilities and acility resources.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Satisfaction ting of adequacy of storage by each department.	N/A	N/A	N/A	New storage in west building for IT and Admission and one in central building for Admission.	Try to keep the storage free of the useless materials and spare parts in order to keep more available space for admission and IT.
2. Optimization f the electricity consumption as measured by the total annual kilowatt usage and the average monthly kilowatt usage per activ full-time student (BA students = 1, non-BA students = ¼).	Annual consumption: 838,993 Monthly AVG KW: 69,916 BA: 100% Non-BA: 85.76%	Annual consumption: 826,406 Monthly AVG KW: 68,867 BA: 100% Non-BA: 86.07%	Annual consumption: 859,828 Monthly AVG KW: 71,652 BA: 100% Non-BA: 73.80%	Annual consumption: 752,481 Monthly AVG KW: 62,707 BA: 100% Non-BA: 54.7%	Reduced by 10%
3. Optimize the lassroom Review the existing Classrooms and other rooms to maximize the benefit of the existin facilitie	N/A	N/A	N/A	1. Enlarged IT office an created more working seats.	1. Sam Ganthy and Milton Friedman classrooms will be inspected for the subject of the display visibility and student's comfortability in classroom. Possible outcomes: - add more screens for the back row seats; - combined two classrooms into one.

					2. Add curtains for some classrooms that are too bright as per the students' feedbacks.
4. Optimization f the common area	N/A	N/A	N/A	N/A	Add more students' space (benches, relax and lunch zones).
5. Review the alarm system and add more fire safety arrangements	N/A	N/A	N/A	Add heat detectors in the Library and other zones.	Meet with fire safety dpt for their feedback and recommenda tions
6. Inspection of ll systems and building two times per year	N/A	N/A	N/A	Semi-annually fire extinguishe checking Semi-annually elevator check up	Find the professional company to do - Semi-annually building and bridges check up - Semi-annually electricity system/ generator check-up

OBJECTIVE #6

Respond to major requests from students, staff and or xternal assessors.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Improve parking as evidenced by a student and staff satisfacti score.	N/A	N/A	N/A	no updates due to covid	Try to negotiate with 1. Exchange Square; 2. Raintree; 3. FTB land
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfacti	Self-provided by Brew House cafe.	Self-provided by Brew House cafe.	External service neighborhood services only.	no updates due to covid	Try to negotiate with the West building to organize the canteen in their café. Install Juice and Drink selling machine

OBJECTIVE #7

Enhance and Improve the performance of facilities departme t.

Indicator	2017 Baseline	2018 Baseline	2019 Result	2020 Result	2021 Target
1. Short course training on Air-Conditioner	N/A	N/A	N/A	N/A	3 Sta
2. Short course on ATS	N/A	N/A	N/A	N/A	3 sta
3. BA Program on Electricity	N/A	N/A	N/A	N/A	2 sta
4. Master Program on Electricity	N/A	N/A	N/A	N/A	1 sta