



CamEd
Business School

2017

Strategy and Action Plan

STRATEGY AND ACTION PLAN



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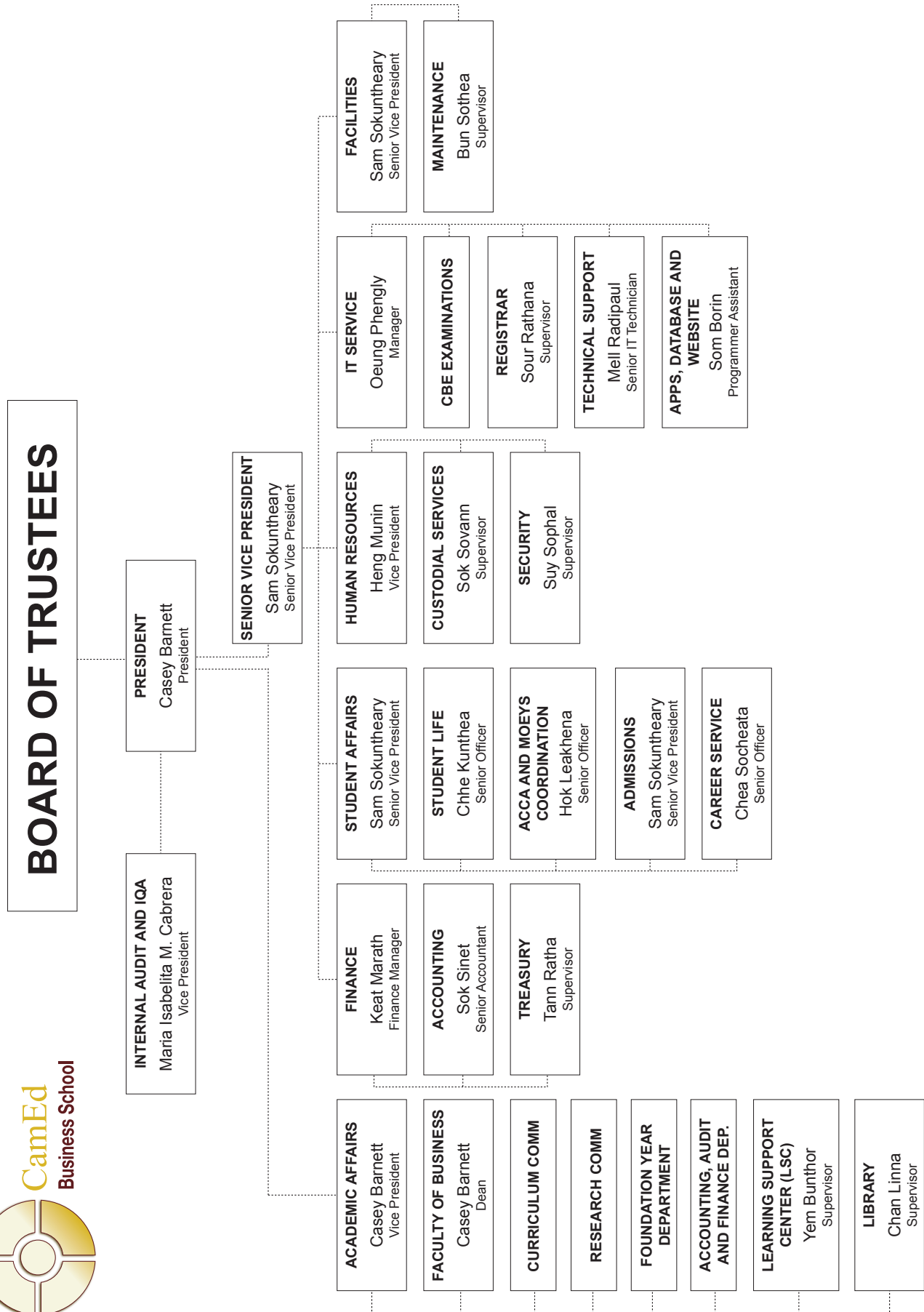
Contents

	Section	Page
	About this Strategy and Action Plan	iii
	Board of Trustees	v
	Vision and Mission	1
1.	Long Term Goals	3
2.	2017 Objectives	5
3.	Management and Monitoring	7
4.	Board of Trustees 2017 Action Plan	9
5.	Internal Quality Assurance 2017 Action Plan	11
6.	Faculty of Business 2017 Action Plan	13
	6.1 Curriculum Committee Action Plan	13
	6.2 Department of Accounting Action Plan	15
	6.3 Foundation Year Department Action Plan	17
	6.4 Learning Support Center (LSC) Action Plan	19
	6.5 Research Committee Action Plan	23
	6.6 Library Action Plan	25
7.	Finance Department 2017 Action Plan	29
8.	Student Affairs 2017 Action Plan	33
	8.1 Career Service Action Plan	33
	8.2 Admissions	35
	8.2.1 Processing	35
	8.2.2 Higher Education Marketing Action Plan	37
	8.2.3 Corporate Marketing Action Plan	41
	8.3 Student Life Action Plan	47
	8.4 MOEYS and ACCA Coordination Action Plan	49
9.	HR Department 2017 Action Plan	51
10.	IT Services and Registrar 2017 Action Plan	57
11.	Facilities 2017 Action Plan	59

About this Strategy and Action Plan

This strategic plan is prepared on an annual basis by the President with consideration of feedback and input from key stakeholders such as lecturers, students, employers, staff, alumni, and board members. It is subject to review, revision and approval by the board of trustees. The implementation is the responsibility of the President, with monitoring conducted by Internal Quality Assurance (IQA), the President and the board of trustees. The board may make changes on an ongoing basis throughout the year.

The committee and departmental plans attached as appendices are an integral part of this plan. Nevertheless, this plan does not include a multitude of actions to be taken by departmental managers, but includes the key principles and objectives to be followed and monitored at the executive and board level.



VISION

The vision of CamEd Business School is advancement of the nation and its economy by creating a vibrant community of accounting and finance professionals performing on par with those in leading economies, taking initiative as leaders, and upholding high ethical standards.

MISSION

The mission of CamEd is to provide higher education with a focus on accounting and finance sciences, leading to qualifications of international quality and recognition.

CamEd strives to maintain a high performing, diverse, and international faculty of lecturers, collecting and disseminating best practice and the latest developments in their respective fields.

CamEd aims to continually improve effectiveness and efficiency through strategic use of management techniques, financial management and information technology.

CamEd works to cultivate a respectful, liberal, encouraging environment conducive to self-discovery, freedom of thought, innovation, and constructive debate.

1. LONG TERM GOALS

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

- 1.1.1 Regularly produce significant numbers of graduates with accounting and finance and skills equal in ability to professionals in global financial centers.
- 1.1.2 Meet the employment needs of local companies, financial institutions, and other organizations in terms of quality accounting and finance professionals.
- 1.1.3 Be an opinion leader and leader of determining best practice and standards in the field of accounting and finance.
- 1.1.4 Consistently deliver financial returns that meet or exceed shareholder requirements.

1.2 Means of Achieving Long Term Goals:

- 1.2.1 The following means shall be used to achieve Goal No. 1:
 - a. Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers
 - b. Recruit and enroll students with high intellectual ability
- 1.2.2 The following means shall be used to achieve Goal No. 2:
 - a. Regularly review and adjust curriculum, teaching methods and student services to anticipate and respond to the needs of employers
 - c. consult with employers and students, then place appropriately qualified students with employers
- 1.2.3 The following means shall be used to achieve Goal No. 3:
 - a. Employ a diverse group of lecturers with highly effective teaching skills, respected qualifications, high intellectual ability, and appropriate practical experience
 - b. Engage and encourage lecturers to conduct and publish research
 - c. Host, attend and participate in public forums and/or conferences
 - d. Regularly engage and cooperate with relevant professional bodies, industry bodies, and government institutions
- 1.2.4 The following means shall be used to achieve Goal No. 4:
 - a. Achieve operational excellence and efficiency through continuous innovation, quality control, and maximizing capacity
 - b. Increase returns by investing in expanded facilities with external financing, enabling both growth in student numbers and also quality of facilities
 - c. Develop the CamEd brand into a premium, aspirational brand in order to achieve higher margins

1.3 Measurement of Long Term Goals:

- 1.3.1 The following measurements shall be used to measure Goal No. 1:
 - a. The institute has achieved international accreditation by either the AACSB or an accreditation association recognized by the US Council for Higher Education Accreditation
 - b. CamEd holds the appropriate ISO certification for quality
 - c. 3/4 of classes with international exams shall achieve exam pass rates in excess of the international pass rates

- d. There is a BA intake of 700 students
- e. 90% of entering 2020 BA students graduate
- f. Entering 2023 BA students have an average English entrance exam score at least equivalent to a TOEFL Score of 560/85 iBT
- g. The average engagement score for staff and lecturers is 6 or higher on a scale of 1-7

1.3.2 The following measurements shall be used to measure Goal No. 2:

- a. 95% of graduates seeking employment are employed within 6 months of finishing studies or receiving final results from professional examinations
- b. Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7
- c. Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7

1.3.3 The following measurements shall be used to measure Goal No. 3:

- a. A majority of CamEd lecturers publish articles and research in international peer-reviewed journals on an annual basis
- b. CamEd publishes a semesterly journal of accounting and finance that, aside from the cost of research, is self-financing and independently profitable from sales and advertising revenue
- c. All lecturers are academically or professional qualification in the subject they are teaching
- d. A majority of lecturers hold a Phd.

1.3.4 The following measurements shall be used to measure Goal No. 4:

- a. There is a 3-year running average of 20% total return to shareholders, with share price determined by an average of independent valuers
- b. CamEd maintains a 3-year running average growth in profit of 10% or more, excluding expenses representing direct/indirect payments to shareholders
- c. CamEd has a 3-year running average net margin of 15% or more, excluding expenses representing direct/indirect payments to shareholders
- d. CamEd has accessed external finance for expansion

2. 2017 OBJECTIVES

2.1 The following measurements shall be used to measure Goal No. 1:

- a. Lecturer student evaluations continue to average 6 or more on a scale of 1-7
- b. All classes with international CBE exams achieve pass rates of at least 50%
- c. The pass rate of international written exams increases by 20% compared to 2016
- d. The institute maintains platinum accreditation from the ACCA
- e. The institute produces a Self-Assessment Report (SAR) for both Ministry of Education accreditation and ASEAN University Network accreditation
- f. There is a BA intake of 550, a total CAT intake of 75, and an ACCA intake of 125

2.2 The following measurements shall be used to measure Goal No. 2:

- a. 90% of graduates are employed within 6 months of finishing studies or receiving exam results
- b. Graduates rank their employment quality as “good”
- c. Employers rank the quality of new hires as “good”

2.3 The following measurements shall be used to measure Goal No. 3:

- a. All lecturers hold either professional qualifications and/or a master’s degree qualification in the subject they are teaching, or expect to within 12 months time
- b. A majority of lecturers have at least 3 years practical experience in the fields they are teaching
- c. CamEd publishes a semesterly journal of peer-reviewed research of CamEd lecturers

2.4 The following measurements shall be used to measure Goal No. 4:

- a. CamEd has growth in profit of 10% or more
- b. CamEd has a net margin of 15% or more
- c. CamEd has a market share at least 50% greater than its nearest competitor in each market
- d. CamEd administrative services, both internal and external, are web-based
- e. Students, employees, and lecturers all give consistently high evaluation scores for CamEd services and processes

3. MANAGEMENT, MONITORING AND EVALUATION

This strategy is meant to be of international quality and effective in meeting the objectives described above. The strategy will be implemented and managed by the President and monitored by the Internal Quality Assurance (IQA) department, reporting to the CamEd board of directors.

In order to enable evaluation of whether the strategy and activities are effective and/or effectively implemented, CamEd Business School will periodically evaluate management, operations, teaching, the curriculum, and student performance using the measures described in this plan as well as controls and methods detailed in the IQA manual.

The President shall update the board at each meeting as to progress towards the plan. At the year end, the President shall submit an implementation report to the board. The implementation report is subject to the amendment and approval of the board.

The board shall use this plan, the implementation report, input from the IQA department, and its own input and vision to prepare the 2018 Strategy and Action Plan.

4. BOARD OF TRUSTEES 2017 ACTION PLAN

OBJECTIVES

1. Review the vision and mission and insure that CamEd Business School is progressing toward that vision and mission with effective planning
 - Action/Measurement: The board shall review the vision and mission and approves any changes or lack thereof. This shall be recorded in board minutes.
 - Action/Measurement: With appropriate stakeholder input, the board shall review, revise and prepare an annual strategic plan and then disseminate such plan to the public. This is evidenced by a published annual strategy and action plan.
 - Action/Measurement: Review the curriculum and the output of the curriculum committee. This shall be recorded in board minutes.
 - Action/Measurement: Periodically throughout the year, the board shall review the measures of progress in this strategy and action plan, including the plan for each department. This shall be recorded in board minutes.
2. Oversee the financial position and planning of CamEd Business School.
 - Action/Measurement: The board shall review and approve an annual budget. This is evidenced by a signed budget document.
 - Action/Measurement: The board shall review periodic financial reports provided by the Finance Manager, including approval of the annual financial report and receipt of the audit. This shall be evidenced by board minutes and the audited financial statements.
 - Action/Measurement: Advise on means of improving the sustained profitability of CamEd Business School, ensuring growth in profit of 20% and a net margin of 20%.
 - Action/Measurement: Revise or recommend strategies to increase market share, ensuring at least a 50% greater market share than the nearest competitor.
 - Action/Measurement: Students achieve a high rate of employment. The objectives and measures for this point are further detailed in the Career Services action plan as the Career Services department's whole purpose is to serve students majoring in accounting.
3. Monitor and strengthen CamEd Business School quality:
 - Action/Measurement: The board shall review the quality reports and measures identified in each of the department's respective action plan, with correction or opportunistic action advised when necessary.
 - Action/Measurement: The board shall review the sufficiency, quality and manner of the quality reports and measures, advising additional assessments or surveys when necessary to insure progress towards the vision of the institute.
 - Action/Measurement: The board shall request, receive and review informal reporting and updates by school executives during board meetings. This shall be evidenced in the board minutes.
4. Facilitate compliance with laws, existing accreditation frameworks and facilitate progress towards complying with additional accreditation frameworks, as appropriate.
 - Action/Measurement: The board shall review compliance with Ministry of Education regulation and other relevant regulation, via board expertise and via review of reports

from the relevant Senior Vice President and advice operational departments, particularly the MOEYS coordination section of the Student Affairs department. Discussion and review of the reports shall be recorded in board minutes.

- Action/Measurement: Two board members shall participate in an AUN workshop in Thailand to develop better understanding of the AUN framework.
 - Action/Measurement: Four board members shall participate in the ACCA Learning Provider conference in London to enhance understanding of ACCA needs and expectations.
 - Action/Measurement: The board shall review the feedback provided by the Ministry of Education Accreditation Committee and incorporate their finding and advice in the annual action plan.
 - Action/Measurement: The board shall insure CamEd maintains Platinum accreditation status and approved CBE center status from the ACCA.
 - Action/Measurement: The board shall review accreditation frameworks of the AACSB, WASC, AUN, and ACBSP, and identify which accreditation to seek. Periodically, the board shall discuss any gaps between current practice and that required by these frameworks.
 - Action/Measurement: The board shall support production of a Ministry of Education Accreditation self-assessment report (SAR). This shall be evidenced by a published SAR by year end.
5. Improve and evaluate board and executive performance:
- Action/Measurement: Produce an independent evaluation of the President.
 - Action/Measurement: Conduct individual self evaluations with a self-development plan. This action will be facilitated by CamEd Business School HR.
 - Action/Measurement: Produce by year-end a board self-evaluation report.
6. Be accountable for CamEd Business School performance:
- Action/Measurement: Produce for shareholders and other relevant stakeholders an annual report assessing the strategic, operational and financial performance of the institute.

5. INTERNAL QUALITY ASSURANCE 2017 ACTION PLAN

OBJECTIVES

1. Implement, monitor and review the Internal Quality Assurance (IQA) Policy Framework:
 - Action/Measurement: Review the appropriateness and effectiveness of the IQA framework, consistency with Ministry of Education regulatory and other accreditation frameworks, with recommendations proposed to the Board. This shall be evidenced by a revised policy framework approved by the board before year-end.
 - Action/Measurement: Review the IQA framework against US accreditation framework requirements, with a gap analysis reported to the board.
 - Action/Measurement: Monitor the implementation of the current IQA policy framework as it is embodied in the current evaluation processes and forms of the institute, with ongoing informal reports and advice to the board, particularly exception reporting.
 - Action/Measurement: Conduct first hand review of operational activities, on a risk-based approach, prioritizing instruction quality, particularly instruction quality of new lecturers or underperforming lecturers.
2. Develop the capacity of the IQA committee.
 - Action/Measurement: Arrange for committee members to undergo AUN training in June 2017.
 - Action/Measurement: Committee members shall individually conduct a self-appraisal and development plan. This shall be coordinated and recorded by HR.
 - Action/Measurement: Before year end, review IQA committee performance, with a report submitted to the board.
 - Action/Measurement: Review and revise the job description of committee members, ensuring that roles and responsibilities are clear to each member. This will be evidenced by revised job descriptions maintained by HR.
3. Continue integration of CamEd Business School evaluation processes under the IQA policy framework.
 - Action/Measurement: Prepare and present an integration timeline to the board.
 - Action/Measurement: Coordinate evaluation reporting to the board, facilitating the presentation of evaluation reports to the board on a periodic basis, including the collation and inclusion of relevant findings in the board's annual report.

6. FACULTY OF BUSINESS 2017 ACTION PLAN

6.1 Curriculum Committee Action Plan

OBJECTIVES

1. Review the curriculum for conformity with the vision and mission of the school:
 - Action/Measurement: A review of the curriculum for conformity with the vision and mission will be conducted before year end finalization of the curriculum for 2018.
2. Evaluate, develop and improve the existing curriculum, including review of changes proposed by faculty or other stakeholders:
 - Action/Measurement: In the first 7 months of 2017, a survey is sent to alumni, soliciting feedback on the relevance of the curriculum to the skills they need in their work.
 - Action/Measurement: In the first 7 months of 2017, a survey is sent to employers with the purpose of identifying strengths and weaknesses of graduates and improvements to the curriculum.
 - Action/Measurement: Before year end, the tax syllabus is formally reviewed by an external firm, which shall also list examinable documents.
 - Action/Measurement: Before year end, the business law syllabus is formally reviewed by an external firm, which shall also list examinable documents.
 - Action/Measurement: Before year end, the curriculum is submitted to students and/or the student government for proposed changes.
 - Action/Measurement: Before year end, lecturers are requested to propose changes to their respective course syllabuses.
 - Action/Measurement: Before year end, the curriculum committee shall conduct, commission, or arrange an international benchmarking review of the curriculum courses, credits, texts, particularly with the aim to identify courses that can be removed or added.
 - Action/Measurement: Before year end, the syllabus contents shall be compared against the requirements of the national qualification framework, with revisions made to achieve conformity.
 - Action/Measurement: Before year end, the curriculum committee shall coordinate with lecturers to incorporate course assignments or projects as an explicit component of each course syllabus.
3. To manage review and revisions of the curriculum with efficiency, effectiveness and transparency.
 - Action/Measurement: Lecturer evaluation of the curriculum quality and the fairness of revising the curriculum is evaluated with a score of 6.0 or higher.
 - Action/Measurement: Before year-end, the curriculum committee shall submit a summary of its activities to the board for review and feedback.
 - Action/Measurement: The curriculum and curriculum policies shall be published on the CamEd website and circulated to staff, lecturers, students, and key stakeholders.

6.2 Department of Accounting, Audit and Finance Action Plan

OBJECTIVES

1. Produce qualified students by delivering high quality lecturing, assignments and assessments:
 - Action/Measurement: Lecturer student evaluation scores average 6 or more. This will be assessed via student evaluations conducted by the LSC.
 - Action/Measurement: Lecturers make improvements and respond to feedback provided by the IQA Senior Vice President. This will be noted in the IQA lecturer evaluations.
 - Action/Measurement: Student self-study hours average a minimum of 1 hour per class hour, with a desired 2 hours per class hour. This will be assessed via student evaluations conducted by the LSC.
 - Action/Measurement: By November 2017, all course assignments have been subjected to peer review (that is, fellow lecturers provide formal feedback on the effectiveness and relevance of course assignments). This will be confirmed and coordinated by the LSC.
 - Action/Measurement: On average, 50% of bachelor students sitting externally set international CBE exams pass those exams. This figure will be reported by the Registrar.
 - Action/Measurement: The CamEd honor code is upheld by students for assignments, quizzes, and exams. All instances observed by lecturers are reported to the LSC.
 - Action/Measurement: Students are made aware of the required learning objectives and outcomes; assessments and assignments assess achievement of those learning objectives and expected outcomes. LSC shall review lecture notes to insure presentation of objectives and outcomes. IQA shall review student assessments to insure consistency with stated objectives and outcomes.
 - Action/Measurement: Lecturers incorporate the elements of effective teaching and class management according to the IQA rubric. This will be measured and reported as part of the IQA lecturer review.
2. Ensure that courses both adhere to the curriculum and also address needs of expected employers of students:
 - Action/Measurement: Lecturers review their respective syllabuses and provide suggested revisions to the curriculum committee by way of the LSC by November 2017.
 - Action/Measurement: Lecturers insure that class teaching, assignments, and assessments follow their respective syllabuses. This will be confirmed via LSC review.
 - Action/Measurement: Lecturers update study materials and lessons to reflect approved changes to their respective syllabuses. This will be confirmed via LSC review.
 - Action/Measurement: Lecturers attend or participate in industry conferences, workshops in order to gain employer insight, with 100% of lecturers attending or participating in at least one conference or workshop per year, with 50% of lecturers attending or participating in 2 or more conferences or workshops per year. This will be confirmed via HR review.
 - Action/Measurement: Lecturers review and consider the real world application of their syllabus contents. This will be measured by 100% of courses including content such as local case studies, research assignments, and guest lecturers. This measure will be confirmed via LSC review.

- Action/Measurement: 50% of lecturers have sit down one-on-one interviews with at least 2 key industry employers per year. This will be confirmed via HR review.
 - Action/Measurement: Students achieve a high rate of employment. The objectives and measures for this point are further detailed in the Career Services action plan as the Career Services department's whole purpose is to serve students majoring in accounting.
3. Develop both the technical knowledge and pedagogical skills of lecturers:
- Action/Measurement: 100% of lecturers complete at least 36 hours of continuing professional development in their field of study. This shall be confirmed by HR.
 - Action/Measurement: 100% of lecturers complete a self assessment and self-development plan. Self-development activities shall enhance the knowledge and skills needed for the academic duties of the lecturer. This shall be conducted by HR.
 - Action/Measurement: By year end, 100% of lecturers have undergone a one-on-one pedagogical evaluation with direct feedback from IQA.
 - Action/Measurement: By year end, 100% of lecturers have participated in the teaching development program, including participation in at least two of the requisite workshops.

6.3 Foundation Year Department Action Plan

OBJECTIVES

1. Produce qualified students by delivering high quality lecturing, assignments and assessments:
 - Action/Measurement: Lecturer student evaluation scores average 6 or more. This will be assessed via student evaluations conducted by the LSC.
 - Action/Measurement: Lecturers make improvements and respond to feedback provided by the IQA Senior Vice President. This will be noted in the IQA lecturer evaluations.
 - Action/Measurement: Student self-study hours average a minimum of 1 hour per class hour, with a desired 2 hours per class hour. This will be assessed via student evaluations conducted by the LSC.
 - Action/Measurement: By November 2017, all course assignments have been subjected to peer review (that is, fellow lecturers provide formal feedback on the effectiveness and relevance of course assignments). This will be confirmed and coordinated by the LSC.
 - Action/Measurement: The CamEd honor code is upheld by students for assignments, quizzes, and exams. All instances observed by lecturers are reported to the LSC.
 - Action/Measurement: Students are made aware of the required learning objectives and outcomes; assessments and assignments assess achievement of those learning objectives and expected outcomes. LSC shall review lecture notes to insure presentation of objectives and outcomes. IQA shall review student assessments to insure consistency with stated objectives and outcomes.
 - Action/Measurement: Lecturers incorporate the elements of effective teaching and class management according to the IQA rubric. This will be measured and reported as part of the IQA lecturer review.
2. Ensure that courses both adhere to the curriculum and also address needs of expected employers of students:
 - Action/Measurement: Lecturers review their respective syllabuses and provide suggested revisions to the curriculum committee by way of the LSC by November 2017.
 - Action/Measurement: Lecturers insure that class teaching, assignments, and assessments follow their respective syllabuses. This will be confirmed via LSC review.
 - Action/Measurement: Lecturers update study materials and lessons to reflect approved changes to their respective syllabuses. This will be confirmed via LSC review.
 - Action/Measurement: Lecturers attend or participate in industry conferences, workshops in order to gain employer insight, with 100% of lecturers attending or participating in at least one conference or workshop per year, with 50% of lecturers attending or participating in 2 or more conferences or workshops per year. This will be confirmed via HR review (this measurement is exempted for history, political science, English, and Cambodian culture courses).
 - Action/Measurement: Lecturers review and consider the real world application of their syllabus contents. This will be measured by 100% of courses including content such as local case studies, research assignments, and guest lecturers. This measure will be confirmed via LSC review (this measurement is exempted for history, political science, English, and Cambodian culture courses).

- Action/Measurement: 50% of lecturers have sit down one-on-one interviews with at least 2 key industry employers per year. This will be confirmed via HR review (this measurement is exempted for history, political science, and Cambodian studies
 - Action/Measurement: There is an improvement in the performance and skills of students continuing to the 2nd year. This will be measured by evaluation from 2nd year lecturers conducted by the LSC.
 - Action/Measurement: Students achieve a high rate of employment. The objectives and measures for this point are further detailed in the Career Services action plan as the Career Services department's whole purpose is to serve students majoring in accounting.
3. Develop both the technical knowledge and pedagogical skills of lecturers:
- Action/Measurement: 100% of lecturers complete at least 36 hours of continuing professional development in their field of study. This shall be confirmed by HR.
 - Action/Measurement: 100% of lecturers complete a self assessment and self-development plan. Self-development activities shall enhance the knowledge and skills needed for the academic duties of the lecturer. This shall be conducted by HR.
 - Action/Measurement: By year end, 100% of lecturers have undergone a one-on-one pedagogical evaluation with direct feedback from IQA.
 - Action/Measurement: By year end, 100% of lecturers have participated in the teaching development program, including participation in at least two of the requisite workshops.

6.4 Learning Support Center (LSC) Action Plan

OBJECTIVES

1. Support high quality teaching

- Monitor teacher performance to provide feedback to both lecturers and management for corrective action
- Ensure that lecturers have prepared high quality, well-designed lecture notes and handouts, prepared in a timely manner
- Act on standby to provide general assistance to lecturers
- Keep lecturers and students updated with any information regarding their class schedule.
 - Conduct lecturer evaluations for all lecturers of all subjects at least twice per term:
 - ◊ February 2017
 - ◊ May 2017
 - ◊ August 2017
 - ◊ November 2017
 - Within one month of beginning evaluations, a summary report will be given to management and lecturers for each evaluation
 - Any class evaluation score of less than 5.5 will be immediately brought to the attention of management
 - LSC staff will be vigilant to observe any unusual developments and listen to student complaints about lecturers; anything significant will be brought to the attention of management.
 - Communicate with lecturers to instruct them to submit lecture notes; a reminder will be given in email and verbally on the following dates with the following deadlines:
 - ◊ Reminder May 15, deadline June 15
 - ◊ Reminder November 15, deadline December 15
 - Lecture notes will be cross-checked with the study plan; any topics missing from the study plan and any lessons not included in the study plan, will be brought to the attention of the lecturer by:
 - ◊ June 30
 - ◊ December 31
 - Lecture notes will be given to the designer by the end of June and December
 - After design, lecture notes will be checked to confirm that no lectures are missing and passed to the printer so that the books are prepared before the start of classes.
 - LSC will provide high quality general assistance to lecturers. We will target a lecturer evaluation score of 6 or higher for the evaluation question "How well does the LSC do its job?"

2. Ensure high quality examination

- Ensure that lecturers have prepared high quality exam questions in a timely manner

- Ensure the confidentiality of the exam questions.
- Ensure the strictness and fairness of the exams.
- Ensure the exams are well prepared and organized in regards to student seat number and exam room
 - Prepare midterm exam schedule for all BA classes.
 - ◊ March 2017 for JJ2017 term
 - ◊ September 2017 for JD2017 term
 - End of February, the midterm exam schedule and arrangement will be completed; first exam reminder will be sent to students; first reminder will be sent to lecturers for their notice and question preparation.
 - Within 1-3 days before the midterm exams, exam invigilating team meeting will be conducted by LSC supervisor.
 - Prepare the final exam schedule for all BA classes.
 - ◊ June 2017 for JJ2017 term
 - ◊ December 2017 for JD2017 term
 - End of October, the midterm exam schedule and arrangement will be completed; first exam reminder will be sent to students; first reminder will be sent to lecturers for their notice and preparation.
 - Within 1-3 days before the final exams, exam invigilating team meeting will be conducted by LSC supervisor.
 - Assist GM in preparing exam dockets for CTax and CBL students.
 - ◊ June 2017 2017 term
 - ◊ December 2017 for JD2017 term
 - Reminder about exam docket and exam date will be sent to CTax and CBL students within 10 days to 2 weeks before the exam day.
 - Within 2 - 3 weeks before the exam date, exam controlling lists will have been prepared and sent to GM for further processes and arrangements.

3. Classroom Equipments and Appliances

- Ensure classroom equipments and appliances are always quickly noticed and properly managed.
- Ensure all the equipments and appliances are quickly repaired and replaced in a timely manner.
 - From time to time, each LSC team member notifies to LSC supervisor any damage, torn-out, error.
 - Update report list of all equipments and appliances every term.
 - ◊ June 2017 for JJ2017 term
 - ◊ December 2017 for JD2017 term
 - File a purchase request to GM for an approval for any repair, renewal or replacement.
 - ◊ June 2017 for JJ2017 term
 - ◊ December 2017 for JD2017 term

- Make sure all replacements and repairs are done on time.
 - ◊ Before 11 January 2017.
 - ◊ Before 10 July 2017

4. Staff Development, Training, Productivity

- Build the skills of LSC employees to improve their effectiveness
- Ensure LSC productivity
- Maintain and improve cooperation among LSC team members
 - LSC will increase the number of assistants for lecturers. The long term aim is that each lecturer will have one full time, highly qualified assistant. However, for 2017 - 2029, we will gradually introduce this role. For 2017 we aim to recruit:
 - ◊ English lecturers' assistant by March 2017
 - ◊ Economics lecturers' assistant by March 2017
 - ◊ Audit lecturers' assistant by March 2017
 - CAT/ACCA: 5 LSC staff will study CAT/ACCA at CamEd
 - ◊ Attendance is at least 80% per subject per term
 - ◊ Average final exam score is 50% per term
 - English Skills: Improve English skills of LSC staff.
 - ◊ 3-4 staff will study at ACE; attendance shall be at least 80%
 - ◊ English skills as measured by the APTIS assessment will increase by 10% from 2016
 - Productivity: Put only the minimum number of staff for the maximum job duties and responsibilities. Staff will work OT during exam period. This is measured by the self-evaluation question "Are you challenged by your work". We will target an average score of 6 or more in the June 2017 self-appraisals.
 - Cooperation: In addition to on-the-job team building, we will hold LSC team trips or dinners once every three months. We will achieve a score of 6 or more for the question "I like my colleagues".
 - The 2017 annual plan will be reviewed by LSC supervisors and seniors; the 2018 annual plan will be drafted by December 2017.
 - LSC will maintain a tidy office, with regular inspection and feedback by the President.

5. Academic Advising and Policy

- To advise, meet with, and give warning to cheating and failing students
 - Cheating: Give the cheating student a warning letter for a first offense notice. If a second offense, give an auto failing notice to the student and require the student to repeat the course in question.
 - Failing: By the time the final result in each term has been announced to the students, report to the management the students who fail two or more courses. Send an email notice to them warning that if they fail two or more courses in the following term, they will be suspended for a period of 6 months.
 - ◊ January 2017, report JD2016 result
 - ◊ July 2017, report JJ2017 result
 - ◊ January 2018, report JD2017 result

6.5 Research Committee Action Plan

OBJECTIVES

1. To contribute to the vision of CamEd by producing new and relevant high quality academic research:
 - Action/Measurement: 12 or more research papers are submitted by lecturers for the Jan - June term.
 - Action/Measurement: Average evaluation score for the Jan - June term research term is 5.5 or more.
 - Action/Measurement: 16 or more research papers are submitted by lecturers for the July - Dec term.
 - Action/Measurement: Average evaluation score for the July - Dec term research term is 5.7 or more.
2. To foster lecturer development and effectiveness via production of research:
 - Action/Measurement: 50% of lecturers have submitted research papers in either term during the year.
 - Action/Measurement: All research papers have been reviewed by 3 peers.
 - Action/Measurement: Researchers give their reviewers an average evaluation score of 5.5 or more.
3. To enhance the impact of research with dissemination, publication, and publicity.
 - Action/Measurement: Press releases are distributed for at least 4 research papers and at least two research papers in the year are reported or quoted in the local press.
 - Action/Measurement: All research submitted in the year is published online within 4 weeks of completion of peer review.
4. To manage research, grants, and publication efficiently, fairly and transparently:
 - Action/Measurement: Institute a standard format for research, having research submitted in APA format beginning April, 2017.
 - Action/Measurement: A revised research policy is finalized in March 2017.
 - Action/Measurement: Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants achieves an evaluation score of 6.0 or more.

6.6 Library Action Plan

OBJECTIVES

1. Book Management System upgrade to support librarian requirements in order to control books in the library. The following means shall be used to achieve Goal No. 1:
 - Action/Measurement: IT programmer will need to create more features in book management system as follows:
 - i. Book inventory
 - ii. Book report
 - iii. Book extend
 - iv. Book borrow
2. Librarian staff improvement and training plan.

The following means shall be used to achieve Goal No. 2:

- Action/Measurement: Attended Librarians Association Membership in order to get information of every event and training.
- CAT and general English program
- Master program
- Action/Measurement: Attend library management training program and seminar in 2017 as the following schedules:
 - i. 14 January, 2017: Library Role in Sustainable Development Goals (SDGs)
 - ii. 25 -27 March, 2017: IATUL Director's summit "Strategic Library Management in Emerging Countries"
 - iii. 31 March, 2017: Library Reference and Instruction Service, and Collection Development
 - iv. 11 March 2017: Event on National Reading Day
 - v. December 2017: The 6th Cambodia Book Fair
 - vi. (Date to be confirmed): Library management training for librarian staffs organize by CHEA
 - vii. (Date to be confirmed): Library Book Management and Cataloging at RULE
- Action/Measurement: Contact and plan to visit local libraries as the following schedules:
 - i. By January 2017: Visit Zaman Library
 - ii. By March 2017: Visit Rule Library
 - iii. By May 2017: Visit CDRI Library
 - iv. By July 2017: Visit Norton Library
 - v. By September 2017: Visit UC Library
 - vi. By November 2017: Visit BBU Library
 - vii. By October 2017: Visit libraries at Malaysia

3. E-Library project.

The following means shall be used to achieve Goal No. 3:

- Action/Measurement: E-Library website create and design by IT programmer and librarian team.
- Action/Measurement: Homepage features and resources:
 - i. Advanced Search for all books in library (search by subject, title, author...)
 - ii. OPAC for students to login
 - 1. Reserve book
 - 2. Request to extent book
 - 3. Check history of book borrowing
 - iii. New arrival book cover display
 - iv. Research guides (links provided)
 - 1. Library Directory
 - 2. Banks directory
 - 3. Government Directory
 - 4. EBook Directory
 - 5. Citation...
 - v. Service and facilities
 - vi. Library hours and policies
 - vii. Staff contact: (Email, call, Chat)
 - viii. Library calendar or events
 - ix. Library Media (video creation in Goal No. 8, Action 2)
 - x. Database Research (links provided)
 - 1. Free register databases Research4life (AGORA, HINARI, OARE & ARDI)...
 - 2. E-Books, Journals, Articles, Publications...
 - 3. Institutional Repository: Report, Thesis, Lecturers research documents, Student Assignments, Reference...
- Action/Measurement: Subscribe database from Cam-eIFL and E-newspaper (online) from Cambodia Daily and Phnom Penh Post.

4. Collection of annual local publication resource from Banks, NGOs, Ministries and other organizations.

The following means shall be used to achieve Goal No. 4:

- Action/Measurement: Librarian team will need to contact to any organizations in order to collect annual local publication books or any resources for the library as list below:
 - i. National Bank of Cambodia
 - ii. CDRI
 - iii. UNDP
 - iv. NGOs

v. Ministries

vi. Other

5. Librarian general tasks and responsibilities.

The following means shall be used to achieve Goal No. 5:

- Action/Measurement: Library and Reading Room control.
- Action/Measurement: key in data of new books, books lending, maintaining and organizing.
- Action/Measurement: Monthly OT proposal and OT request review to Management.
- Action/Measurement: Monthly budget request for:
 - i. Book purchasing via Amazon and local store.
 - ii. Office supplies
 - iii. SMS
- Action/Measurement: Monthly book report to management every 15th & 30th (Report on BA, CAT & ACCA books)
- Action/Measurement: Following up overdue book borrowed to students by email, call and SMS
- Action/Measurement: Request new books updated from Accounting department for library in every new term start
- Action/Measurement: Newspapers and Magazines control (review annual subscription and following up)

6. Productivity

The following means shall be used to achieve Goal No. 6:

- Action/Measurement: Increasing output:
 - i. Do survey about library services to figure out the shortage in order to make the improvement and increasing library resources for the best interest of student and lecturer need in their studies and research (every 3 months).
 - ii. Decrease the number of lost book in the library with the strict rules of lending (require to have nameplate).
 - iii. Apply strict rules to student since now we have many places for student for group discussion. (Ex: Those who act against the rule will be punished by send them out of the library. If they keep repeated will give the warning letter or deduct score in percentage for any subject).
 - iv. Name tag for staff to broaden the connectivity between staff and patron (Patron will easy to know each staff clearly if they want to make complaining or appreciation).
 - v. Use Instant Messenger (it can be Facebook Messenger) to Improve the service quality of librarian. This is to ease the patron connecting with librarian.
- Action/Measurement: Maintaining staffs:
 - i. Team budget entertainment
 - ii. Librarian staff evaluation every 3 months and give reward (CamEd gifts and appreciation letter) to improve the production and making them happy with their job. (The reward can be given by how many point they get)

7. Book borrowing policy in the library.

The following means shall be used to achieve Goal No. 7:

- Action/Measurement:
 - i. One student may borrow 2 books at a time for a period of 10 days
 - ii. Items not demand are able to renew for another 10 days
 - iii. During exam session books are allow to borrow only for a period of 10 days without extend
 - iv. Items were broken or lost require to refund with a new one or pay in reality price
 - v. Items not return after 60 days will be contacted to pay with the invoice
 - vi. All originals books are not allowed to check out from the library

8. Library inventory and improvement.

The following means shall be used to achieve Goal No. 8:

- Action/Measurement: Change bookcase design in order to have more space due to currently library is running out of space for new books. (Recycling current bookcase from 4 to 5 shelves and design new bookcase to put Passcards)
- Action/Measurement: Create CamEd Library Reading Club to work on library project and produce some inspiration videos related to library to encourage and share experiences to other students such as:
 - i. Video interview with top scorer or outstanding students about how they think about library, how library supported in their studies, how they spent times in library to get success in any subjects...
 - ii. Video to provide reference and instruction service to assist student to get the most effective used of resource from library and E-library (library orientation)
 - iii. Create some educational videos related to the library aimed at promote reading and library (how library's resource can support students and its impact in providing service to meet student's research and study curriculum) and to promote reading awareness to students via National Reading Day and Cambodia Book Fair every year, so that to students, library is more than just a place to read and check out books.
 - iv. Library brochures
- Action/Measurement: Laptop for librarian staff to use in order to keep free space for other stationery, books (bookcase full) and other office materials in cabinets and to have a good look in counter desk, because Desktop contains many devices (UPS, CPU with many cables) but laptop has only one charger and easy to move and keep.
- Action/Measurement: Kindle ebook reader device: The tablet that can allow student to read book online in the library. If we have this kind of tablet, it may help to reduce of buying physical books in many copies to keep in library (space and price saving). Thousand of e-books can download from the internet to use with many devices.

7. FINANCE DEPARTMENT 2017 ACTION PLAN

OBJECTIVE

1. Get Financial Statements 2016 Audited by International Audit Firm

The following means shall be used to achieve Goal No. 1:

- a. Prepare financial statements 2015 following IFRS as a basis for the preparation of financial statements 2016
- b. Get financial statements 2016 audited by well-known international audit firm
- By January 31, 2017: Prepare financial statements 2016
- By February 28, 2017: Get financial statements 2016 audited by well-known international audit firm

2. Preparation of annual budget 2017

The following means shall be used to achieve Goal No. 2:

- a. Collect all the approved budget plan from all departments and management
- b. Set up the overall annual budget 2017
- c. Get the annual budget 2017 approved by the President/Board of Trustees
- By February 28, 2017: Collect the approved budget plan from all departments and management
- By March 05, 2017: Combine all the approved budget plan to get the overall annual budget 2017
- By March 10, 2017: Get the budget 2017 approved by President

3. Development of budget monitoring system- the main purpose of budget monitoring system is evaluate the actual results against approved budgets to guide current and future decision-making and to provide managers with relevant information so that they are more accountable for their performance

The following means shall be used to achieve Goal No. 3:

- a. Collect the approved monthly budget over 12 months from other departments
- b. Monitor and report against internal budgets on a consistent and regular basis to assess whether targets are being met
- c. Forecast to manage gaps between budget estimates and actual results in order to identify quickly, and respond to, changes in the context of external environment or internal activities
- d. Keep track of capital expenditure and development projects. They can help identify project variations, such as cost overrun or delays in key milestones and enable early corrective action
- e. Review and improve internal budget process by monitoring the accuracy and timeliness of budget process to identify areas for improving
- By March 15, 2017: Each department has to submit the budget for January - June 2017
- By July 05, 2017: Each department has to submit the revised budget for July - December 2017 to reflect more reality
- Ensure that monthly actual distribution never exceed the monthly submitted budget. Also ensure that actual distribution is for the activity approved in the budget

- By July 15, 2017: Communicate variance report to each department. And overall variance report to management
 - By July 31, 2017: Prepare and present the overall budget implementation report and feedback for term: January - June 2017 to the Board of Trustee
 - By January 31, 2018: Prepare and present the overall budget implementation report and feedback to the Board of Trustee
4. Better Purchase Management- the important purpose of the management is for cost saving of major purchase of goods, service and construction, and purchase quality.

The following means should be implemented to achieve Goal No. 4:

- a. We should increase more Approved Vendors to cover all major purchases by creating corporate price for some specific purchases. The Approved Vendor List is approved by management.
 - b. If the purchase of goods, service or construction with the amount of more than \$200, cannot be bought from the Approved Vendors (not available), THREE Quotations should be found by ONE of AP Accountants and submit to management for approval.
 - By March 10, 2017: Get the revised list of vendors and submit to management for approval
 - By February 15, 2017 or sooner: AP Accountants will implement the policy of THREE QUOTATIONS.
5. Improve and secure Commission Gain on ACCA Fee- the main purpose is to promote student's payment towards school for ACCA fee and to ensure payment towards ACCA is at the cheapest cost as possible.

The following means should be happened to achieve Goal No. 5:

- a. Push new BA students to pay ACCA registration fee + Annual fee (3 years) in the second year
 - b. Check various payment methods available to pay ACCA at cheaper cost (Check with banks and ACCA Office)
 - c. Check with ACCA to allow accountant to register and pay ACCA fee in batch
 - d. Negotiate with ACCA for discount on CBE Invoice
6. Improve better Cash Collection and Investment Opportunity- the main purpose is to ensure that cash collection is available every month throughout the year. The better collection schedule will allow more FD to be invested, so that the interest can be earned more.

The following means should be implemented to meet Goal No. 6:

- a. Issue promotion package for early cash collection by March, April and May for JJ2017, and September, October and November for JD2017
- b. Keep the maximum cash available at \$150,000. Any surplus should be invested in FD with highest interest rate
- By February 28, 2017: Select promotion package and get the approval for the package to improve cash flow in March, April and May 2017- JJ2017

- By August 31, 2017: Select promotion package and get the approval for the package to improve cash flow in September, October and November- JD2017
 - By the end of each month: Accountants suggest amount for FD investment following the policy of keeping maximum cash available at \$150,000.
7. Staff training, development and productivity- the main purpose of this program is to improve service quality and performance of individuals as well as the whole finance team. There are ELEVEN members in Finance Department- TWO manager/supervisor, TWO AP Accountants, THREE AR Accountants, THREE Cashiers and ONE Stock Keeper. We operate from 07:00AM - 09:00PM, everyday.

The following means are the areas should be met to achieve Goal No. 7:

- a. AP Accountant team should be participating some short-course trainings such as QuickBooks, Counterfeit Currency Protection, Cost and Risk Management and other topics relevant to their jobs. There are TWO members in AP Accountant team which is considered as enough for the current workload. ONE of them would like to study MBA.
 - b. AR Accountant team should be participating some short-course trainings such as QuickBooks, Counterfeit Currency Protection, Credit Control, Management and Leadership, Communication Skill, Problem Solving Skill and other topics relevant to their jobs. There are THREE members in AR Accountant team which considered as sufficient for their current workload. One member of the team is also helping AP and Cashier team during busy period. None of them would like to study MBA.
 - c. Cashier and Stock team should be attending some workshops and short-course trainings such as Counterfeit Currency Protection, English, QuickBooks, Communication Skill, Problem Solving Skill and other topics relevant to their jobs. There are THREE Cashiers and ONE Stock Keeper working exchangeable during their busy period. They switch back and forth to do the jobs depending on the workload. TWO members in the team would like to study MBA program.
 - d. Photographer and Messenger should be attending some short-course training such as English and other topics relevant to their jobs. Currently there are ONE Photographer and ONE Messenger. They both work for the whole CamEd when required. During the busy period, they also help Cashier and Stock team.
 - e. Manager/Supervisor team should be participating some workshops on Management/Leadership Skill and other topics important for their position. There are TWO members in the team, and they would like to graduate ACCA and MBA.
- As soon as possible: Training on English for those who need it.
 - By February 28, 2017: Training on Counterfeit Currency Protection for all members in Finance Department
 - By March 15, 2017: Training on QuickBooks for all members in Finance Department
 - By March 20, 2017: Training on Communication Skill
 - By March 31, 2017: Training on Practical Cost and Risk Management- AP Accountants and training on Practical Credit Control / Management- AR Accountants
 - By April 05, 2017: Training on Leadership and problem solving skill for senior members
 - Throughout 2017: Training on other topics relating to each position in the department

8. Upgrade QuickBooks Enterprise 11.0 to QuickBooks 17.0 with Hosting- with this version, the software and files are stored in the cloud, not locally on our server. Users can access them from anywhere, anytime and any device, including MacBooks. It's useful for manager to control the jobs from anywhere and anytime. The team will get more done.

The following means are the areas should be met to achieve Goal No. 8:

- a. Understanding features of QuickBooks 17 with Hosting and system requirements
 - b. Purchase QuickBooks Enterprise 17.0 US Edition
 - c. Installation and Configuration of the software
 - d. Authorization setup for all users
 - e. High-speed internet connection
 - f. Ready for operation
- By February 28, 2017: Get quotation of QuickBooks Enterprise 17 US Edition and get approval
 - By March 05, 2017: Add high-speed internet (no cost)
 - By March 15, 2017: Finish installation + full QuickBooks training for all members in Finance Department
 - By March 31, 2017: Start using new version of QuickBooks

8. STUDENT AFFAIRS 2017 ACTION PLAN

8.1 Career Service Action Plan

OBJECTIVE

1. Aim to get 80 percent of employment of 2017 graduate BA/CAT/ACCA by April ceremony graduate.
 - Action: Introduce Career Services Department to 2017 year four students and daily update and provide job opportunities to target students
 - Action: Daily call and follow up with our recent CAT & ACCA graduates for supporting them in job promotion/opportunity
 - Action: Support BA/CAT/ACCA graduate students who have not employed in business position
 - Action: Regularly update and revise BA/CAT/CCA graduate students' applications for job purpose
 - Action: Provide a consult to students who have difficulty in finding a job
 - Action: Hold two CV and cover letter trainings
 - By 2017: 100% of year four students get interviewed twice training with our native lecturer
 - By 2017: Invite CamEd alumni and graduates twice in a year to share their successful story or working experience
 - Action: Annually update with alumni CAT & ACCA graduates list with their current position and current workplace
2. Support corporate firms, banks, companies and organizations in employment with qualified students with timely manner.

The following means shall be used to achieve Goal No. 2:

- a. Weekly/Monthly visit firms, banks, companies to introduce CamEd career services and respond to the needs of employers
- b. Consult with employers and students, then place appropriately qualified students with employers
- By 2017: 70% of intakes for the recruitment campaign 2017 at the big four are our CamEd students
- By 2017: Introduce/cooperate with other local firms/banks
 - Action: Have met with each of new firms in KICPAA list
 - Action: Meet at least 5 or more companies
 - Action: Invite speakers from key employers to share about their workplace, process and requirement of recruitment and current job availability
 - Action: Meet or employer's workshop with top ten firms a year
 - Action: Meet or conduct workshop with 10 banks/insurance companies
- By 2017: Organize a job fair at CamEd campus for job opportunity to students
- By 2017: CSSA staffs will attend workshop/training/forum in order to learn/introduce Career Department 2 times or more

- By 2017: The CamEd career services is well-known to international firms and some target local companies/banks
 - * Action: Daily keep update and in touch with existing cooperated employers for job purpose
 - * Action: Identify outstanding students for recruitment purpose
3. Students will get a chance to see business process and working environment in different countries, so they will be able to develop their own concept and exchange study tour.
- The following means shall be used to achieve Goal No. 3:
- a. International study tour for 2017 year four students and it is compulsory
 - b. Visit local companies
- By mid-2017: Organize three international study tour for 2017 year fourth students to Thailand/Singapore/Hong Kong
 - By 2017: Lead a group of students to visit local companies/banks for exchange business idea 2 or more
4. Future plan for department development
- Action: Planning to create online job recruitment in student access, clean up CVs online and company access
 - Action: Soft skills training for department
 - * Organizational skill, counselling skill, communication skill
 - * English skill, Leadership and Management Skill

8.2 Admissions

8.2.1 Processing

OBJECTIVE

1. Ensure timely, effective, and friendly processing of applications in compliance with institute policies.
 - All applicants will be contacted at latest within one day of the application being submitted in order to schedule an entrance exam and confirm eligibility (e.g. successfully passed the national high school exam).
 - All applicants will take an entrance exam in accordance with institute policies, together with an interview, within one week on average.
 - Applicants evaluate the quality of the process as being “good”, represented by a score of 6 or higher.
2. Ensure timely, professional and constructive notification and communication of application status and results.
 - All applicants will be informed of the pass/fail result of their application at the latest by one week
 - Failed students are advised to join the CAT program, if their score meets institute criteria
 - Acceptance boxes will be given to all successful bachelor program applicants
3. With the aim to better achieve the institute vision and mission, admissions processing will monitor the quality and effectiveness of admissions processing followed by recommendations and implementation.
 - A survey is prepared to ask incoming 2018 students to evaluate the quality of the admissions process
 - An analysis is conducted to evaluate the effectiveness of the entrance assessment by comparing entrance exam results with first year, first term academic performance
4. Improve the effectiveness and efficiency of admissions processing personnel via evaluation, training and development. (note: the activities under this objective are included together with the development objectives of the admissions marketing plans below)

8.2.2 Higher Education Marketing Action Plan

OBJECTIVE

1. Regularly increase significant number of enrollment students and achieve target for BA + CAT program. The following means shall be used to achieve Goal No. 1:
 - a. Increase significant number of presentations in public and international high school
 - b. Increase significant number of applications to apply in BA + CAT program
 - c. Increase significant number of enrollments to deposit in BA + CAT program
 - Target/measurement for JJ2018:
 - 450 BA + CAT student enrollments (minimum)
 - 550 BA + CAT student enrollments (maximum)
 - By January & February 2017:
 - Letter of requisition and follow up with the MoEYS
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Update high school potential lists
 - By March & April 2017:
 - Get ready a letter of approval from the Ministry of Education
 - Ready of presentation schedule with all speakers and potential high schools
 - Design and artworks (email, newspaper, Facebook)
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - By the schedule, at least 34 high schools in Phnom Penh (8 in March, 26 in April) be visited
 - Telemarketing, SMS marketing & email marketing
 - Insert brochures in RSK, KSP, PPP, and CD (April)
 - By May & June 2017:
 - By the schedule, at least, 21 high schools (16 in May, 15 in June) be visited in some potential provinces
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Telemarketing, SMS marketing & email marketing
 - Insert brochures in RSK, KSP, PPP, and CD (June)
 - By July & August 2017:
 - Ready for tour guide script
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Telemarketing, SMS marketing & email marketing
 - Brochures distribution in all high schools (Phnom Penh & province (Bac II exam between: Aug 22&23)

- In house sale/marketing, enrollment, and recruiting new students
 - Insert brochures in RSK, KSP, PPP, and CD (August)
 - By September & October 2017:
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Telemarketing, SMS marketing & email marketing
 - Brochures distribution in all high schools (Phnom Penh & provinces (Bac II exam result release: Sep 13&14)
 - In house sale/marketing, enrollment, and recruiting new students
 - Insert brochures in RSK, KSP, PPP, and CD (October)
 - By November & December 2017:
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Telemarketing, SMS marketing & email marketing
 - In house sale/marketing, enrollment, and recruiting new students
2. Regularly promote to existing students (BA, CAT, ACCA, CTax, and CBL) The following means shall be used to achieve Goal No. 2:
- a. Increase significant number of students to enroll
 - b. Increase the awareness of new term enrollment to existing student
 - By March & May 2017:
 - Email and SMS to promote of BA + CAT program to existing students
 - Brochures distribution in all classes
 - Brief presentation in some potential classes
 - By September & November 2017:
 - Email and SMS to promote of BA + CAT program to existing students
 - Brochures distribution in all classes
 - Brief presentation in some potential classes
3. Promote our school to potential clients in order to increase the awareness of school branding. The following means shall be used to achieve Goal No. 3:
- a. School's branding
 - b. School's quality reputation
 - By April, June, and August 2017:
 - SMS Marketing via Cambodia Jobs and other websites
 - By January 2017:
 - Join Education Conference 2017
 - Brochures distribution during the event
 - Estimate around 700 participants to get direct promotion

- By September 2017:
 - Join University Fair 2017
 - Brochures distribution during the event
 - Estimate around 700 participants to get direct promotion
 - By October 2017:
 - Join Road to University 2017
 - Brochures distribution during the event
 - Estimate around 700 participants to get direct promotion
4. Regularly build CamEd's brand awareness and branding image for increasing number of enrollment student and achieve target:

The following means shall be used to achieve Goal No. 4:

- Branding image through channel marketing such as digital communication, mass medias, and social network
 - Increase significant of more people to like/follow CamEd via social networks
 - Digital Marketing
 - Facebook advertising
 - Linked advertising
 - Line, Instagram, Youtube promoting
 - Good ads (in gmail, website searching)
 - Other websites
 - From March, April, May, and June 2017:
 - Motivate more high school students to like/Follow CamEd Facebook, LinkedIn, Line
 - E-marketing, mass medias and branding (newspapers, LinkedIn, Facebook, Post News, and Fresh News)
 - Ad on CD, RSK, KSP, PPP, and SCD newspaper
 - Special Post Supplement on PPP (March 21)
 - From September, October, November, and December 2017:
 - Motivate more students to like/Follow CamEd Facebook, LinkedIn, Line
 - E-marketing, Mass medias and branding (newspapers, LinkedIn, Facebook, Post News, and Fresh News)
 - Ad on CD, RSK, KSP, PPP, and SCD newspaper
5. Productivity: to increase of the output and encourage representatives to work more challenges:
- Monthly team meeting to review sale performance
 - Day by day to review of sale performance
 - Guide and motivate them to work hard

6. Training and Development: to build up the capacity of sale and marketing skills as well as better of English language:

- Master degree in Marketing
- Customer service
- Telephone Sale Techniques
- Presentation skills
- Sale efficiency
- First impression skills

8.2.3 Corporate Marketing Action Plan

OBJECTIVE

1. Regularly increase significant number of enrollment students and achieve target for ACCA, CAT, Tax and CBL:

The following means shall be used to achieve Goal No. 1:

- a. Increase significant number of sponsor students from firms, banks, companies and organizations
- b. Increase significant number of students who graduate BA (Other universities and CamEders) to pursue in ACCA program
- c. Increase significant number of students who graduate high-school diploma to pursue in CAT program
- Target/Measurement for JD17:
 - o New Students (Maximum Target):
 - 60 CAT students enrollment
 - 130 ACCA students enrollment
 - 150 Tax students enrollment
 - o Return Students (Maximum Target):
 - 133 CAT students enrollment
 - 363 ACCA students enrollment
 - 417 2nd year students enrollment
 - 344 3rd year students enrollment
 - 318 4th year students enrollment
- Target/Measurement for JJ18:
 - o New Students (Maximum Target):
 - 75 CAT students enrollment
 - 125 ACCA students enrollment
 - 125 Tax students enrollment
 - o Return Students (Maximum Target):
 - 119 CAT students enrollment
 - 246 ACCA students enrollment
 - 417 2nd year students enrollment
 - 344 3rd year students enrollment
 - 308 4th year students enrollment
- By January & February 2017:
 - Call to update and verify data (contact, email, address).
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Artworks for December 2016 Top Scorers (ACCA and CAT)

- By March & April 2017:
 - Design the artworks for advertising (email, newspaper, Facebook)
 - Telemarketing, SMS marketing & Email marketing
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Call to update and verify company data (contact, email, and address)
 - Finish update contact database by the end of March
 - Prepare the promotion letters and send to potential companies
 - By May & June 2017:
 - Telemarketing, SMS marketing & email marketing.
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Follow up potential companies after receive CamEd promotion letters
 - Artwork & Ad for Top Scorer (March 2017 exam)
 - In house sale/marketing, enrollment, and recruitment new students
 - By July & August 2017:
 - Call to update and verify data (contact, email, and address)
 - Telemarketing, SMS marketing & email marketing
 - Design the artworks (email, newspaper, Facebook)
 - Articles to promote about program, lecturer quality to ad on Post News, Fresh News, and CamEd Facebook
 - Artwork & Ad for Top Scorer (June 2017 exam)
 - By September & October 2017:
 - Telemarketing, SMS marketing & email marketing.
 - Prepare of promotion letters and send to potential companies
 - Follow up potential companies after receive CamEd promotion letters
 - Insert brochures in RSK, KSP, PPP, and CD (September)
 - By November & December 2017:
 - Telemarketing, SMS marketing & Email marketing.
 - Follow up potential companies after receive CamEd promotion letters
 - Insert brochures in RSK, KSP, PPP, and CD (November)
 - In house sale/marketing, enrollment, and recruitment new students
 - Artwork & Ad for Top Scorer (September 2017 exam)
2. Regularly build CamEd's brand awareness and branding image for increasing number of enrollment student and achieve target for ACCA, CAT, Tax and CBL program.

The following means shall be used to achieve Goal No. 2:

- a. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.

- b. Regular build CamEd's brand awareness and branding image through B2B (business networking) and traditional marketing (booth and corporate events).
 - c. Regular build CamEd's brand and maintain relationship with new and existing employers
- Digital Marketing
 - Facebook advertising
 - Linked advertising
 - Line, Instagram, Youtube Promoting
 - Good ads (in gmail, website searching)
 - Other websites advertising
- Traditional Marketing
 - Attend Business Networking Events (B2B).
 - Attend seminar, fair and conferences (B2B).
 - Arrange CamEd's public event (hotels, public places, etc.)
- By March, April, May, and June 2017:
 - E-marketing, mass medias and branding (newspapers, LinkedIn, Facebook, Post News, and Fresh News)
 - Ad on CD, RSK, KSP, PPP, and SCD newspapers
- By May and June 2017:
 - Maintain a good relationship by visiting existing firms and companies
 - Searching for potential companies such as Banks, Microfinance, NGOs, and Investment companies...
- By September, October, November, December 2017:
 - E-marketing, Mass Medias and Branding (newspapers, LinkedIn, Facebook, Post news, and Fresh news)
 - Ad on CD, RSK, KSP, PPP, and SCD newspaper
- By November and December 2017:
 - Maintain a good relationship by visiting existing firms and companies
 - Searching for potential companies such as Banks, Microfinance, NGOs, and Investment companies...
- 3. Support to increase and achieve number of enrollment students for BA + CAT program. The following means shall be used to achieve Goal No. 3:
 - a. Support of school visit in 24 provinces to increase enrollment of BA+CAT for JJ2018.
 - b. Support for marketing activities and customer service to BA + CAT students (when high school season).
- From March to May 2017:
 - Support to all marketing activities that suggests by Higher Education team.
 - Support and share high schools presentation in Phnom Penh and provinces.

- By June to November 15, 2017:
 - Telemarketing, SMS marketing & email marketing to promote about BA program to high school students
 - Supporting Higher Education team to promote BA (tour guide, entrance exam, acceptance letter etc...)
- 4. Regularly promote to existing students (BA, CAT, ACCA, CTax, and CBL). The following means shall be used to achieve Goal No. 4:
 - a. Increase significant number of students to enroll
 - b. Increase the awareness of new term enrollment to existing students
- By March and May 2017:
 - Email and SMS to promote of new term
 - Brochures distribution in all classes
 - Brief presentation in some potential classes
- By September and November 2017:
 - Email and SMS to promote of new term
 - Brochures distribution in all classes
 - Brief presentation in some potential classes
- 5. Promote our school to potential clients in order to increase the awareness of school branding. The following means shall be used to achieve Goal No. 5:
 - a. School branding
 - b. School quality reputation
- By January 2017:
 - Join Business Forum, organized by IBC club
 - Brochures distribution during the event
 - Estimate around 500 participants
- By April, June, October, and December 2017:
 - SMS marketing via Cambodia Jobs and other websites
- By April 2017:
 - Join CamEd Graduation Ceremony 2017
 - Brochures distribution during the event
 - Estimate around 500 participants
- By May 2017:
 - Join CamEd Employer-Student Roundtable 2017
 - Brochures distribution during the event
 - Estimate around 300 participants

- By June 2017:
 - Join CamEd Alumni Party
 - Brochures distribution during the event
 - Estimate around 200 participants
 - By September 2017:
 - Join CamEd Banking Forum 2017
 - Join Tax Forum 2017
 - Brochures distribution during the event
 - Estimate around 300 - 600 participants
 - By November 2017:
 - Join National Careers Fair 2017
 - Brochures distribution during the event
 - Estimate around 700 participants
6. Productivity: to increase of the output and encourage representatives to work more challenges:
- Monthly team meeting to review sale performance
 - Day by day to review of sale performance record
 - Guide and motivate them to work hard
7. Training and Development: to build up the capacity of sale and marketing skills as well as better of English language:
- Master degree in Marketing
 - Customer service
 - Presentation skills
 - Sale efficiency
 - First impression skills

8.3 Student Life Action Plan

OBJECTIVE

1. To build leadership, confidence, competitiveness and social skills, we aim to promote sport activities within school.

The following means shall be used to achieve Goal No. 1:

- a. Collaborate with Class Representatives/Club to maximize students participating each sport.
 - b. Provide effective coaching for preparation for tournament.
- Action/Measurement: Get 25 teams registered to Women's Futsal Tournament 2017, starting late February.
- Action/Measurement: Get 25 teams registered to Men's Futsal Tournament 2017, starting mid April
- Action/Measurement: Get 15 teams registered to Men's Basketball Tournament 2017, starting mid August.
- Action/Measurement: Get 10 teams registered to Women's Basketball Tournament 2017, starting in late October.
- Action/Measurement: Get 150 students registered to Athletic Competition 2017, 4th week of May.
- Action/Measurement: Send students to join University Cup 2017 and get golden medals of some sports.
- Action: By mid March, start coaching Men Basketball player for University Cup. (1 coach)
- Action: By Early April, start coaching Women Basketball player for University Cup. (1 coach)
- Action: By mid April, start coaching Athletic player for University Cup. (2 coaches)
- Action: By mid May, start coaching Men Football player for University Cup. (2 coaches)
2. Collaboration with CamEd Student Government
 - Action: Camping
 - Action: Halloween and Khmer Culture Day
 - Action: Christmas
 - Action: Student Annual Trip
3. To promote Club of CamEd Business School by maximizing students to join clubs
 - By 2017: Clubs need to promote and recruit its members during early semester 1
 - Action: Involve in recruitment of new members
 - Action: Conduct meeting with all club once per semester
 - Action: Do survey about sport activity
4. To create continuing education and social relationship of student by creating Alumni activities
 - Action: Invite graduated students as a guest speaker
 - Action: Invite graduated students for lunch/dinner party and sharing experience

8.4 MOEYS and ACCA Coordination Action Plan

OBJECTIVE

1. To register new BA students to MoE for JJ17

The following means shall be used to achieve Goal No. 1:

- Action/Measurement: Foresee the number of enrolment for JJ17
 - Action/Measurement: Verify BAC II certificate with General Education Department before being accredited by MoE
 - Action/Measurement: Keep in touch with MoE officers
2. To register graduated students who finish in JJ16 & JD16 to MoEYS
 - Action/Measurement: Foresee the number of students who study in 4th year in JJ16 & JD16
 - Action/Measurement: Foresee the number of students who have studied for 5 years by 2016
 - Action/Measurement: Verify BAC II certificate with General Education Department before being accredited by MoE
 3. To register new ACCA account/exemption and re-registration process
 - Foresee the number of BA students who are in 2nd year in JJ17 and register ACCA account by end of March
 - Process re-registration and transfer account for students
 - Foresee ACCA students who take CBL/CTax course and process the exemption of paper F4 and F6 and other papers
 4. To process registration of CBL/CTax Certificate to Ministry of Economic and Finance
 - Foresee the number of students who take CBL/CTax course in JJ17
 - Hasten to process all relevant document with Ministry of Economic and Finance
 5. Development and Training
 - Pursue Master degree/ English Course
 - Attend training required by Ministry
 6. Productivity
 - Maintain the quantity of staff in term of increasing productivity.

9. HR DEPARTMENT 2017 ACTION PLAN

OBJECTIVE

- I. Staffing: Ensure the productivity of staff to reach the department and company goal/objective. The following means shall be used to achieve objective I:
 1. Recruitment & Selection
 2. Development & Training
 3. Employee performance appraisal
 4. Productivity
1. Recruitment & Selection
 - Action/Measurement: Create job announcement and post it on website, newspaper and other sources.
 - Action/Measurement: Use online communication such as linked-in, facebook,....., and promote during workshop/event by joining into two or three workshops (career fair, career in banking,) to and attract more manpower with a minimum of 15 applicants per position taking entrance exam.
 - Action/Measurement: Ensure to fulfil the staff requisition from hiring manager followed by the steps of selection process. Measure by new staff performance rate which target for 6.0 point.
 - By January 2017: Complete the recruitment of lecturer for first term of 2017.
 - By May 2017: Complete the recruitment of lecturer for second term of 2017.
 - By November 2017: Complete the recruitment of lecturer for first term of 2018.
 - Action/Measurement: New teacher should get 6.0 point.
 - By February 2017: Estimate the needs and replacement of staff in 2017, and lecturer for second semester 2017
 - By October 2017: Estimate the number of lecturer and staff needed for new term JJ18.
 - By March 2017: Propose a whole year of 2017 draft budget for recruitment and selection process.
 - By November 2017: Propose a new year of 2018 draft budget planning for recruitment and selection process.
2. Development & Training: CamEd activities aimed at bettering the job performance of individual staff and groups in CamEd. (Please see Appendix 1 herewith for training and development plan 2017)
 - Action/Measurement: ensure all new staff and lecturers receive clear and appropriate induction and orientation training by the first day at CamEd.
 - Action/Measurement: tighten staff relation, team building and spirit by involving with CamEd trips and sport activities such as football, basketball. Measuring with the average of question 3 and 4 on annually employee feedback.
 - Action/Measurement: Monitor and review staff study performance to meet 80% attendance and received around 60% pass score.
 - By February 2017: conduct a two sessions of fire alarm training.

- By October 2017: conduct training on fire extinguisher and first aid to all staff.
 - Action/Measurement: Improving staff's English proficiency.
 - By July 2017: Conduct online English testing "APTIS" to all office staff.
 - By April 2017: Mr. Phann Thanin, apply for a master degree in Management at PUC.
 - By April 2017: Mr. Heng Munin, apply for a master degree in Public administration at Royal University of Law and Economics.
 - By June 2017: Attend AUN-QA Training Course for Accomplishing Programme Assessment (4-Day Course) in Bangkok, Thailand
 - By September 2017: Searching and propose for short course training in HR function for enhancement and development.
 - By November 2017: Visit university in Thai to explore and learn about their HR functions and technology
3. Employee performance appraisal
- Action/Measurement: ensure the clear and reliable of employee performance report
 - By February 2017: conduct a CamEd Evaluation to evaluate CamEd facilities, department services, and marketing.
 - By May 2017: conduct online peer appraisal for staff to appraise their colleagues' performance from the same department.
 - By June 2017: conduct online management appraisal for manager/supervisor to appraise their subordinates' performance.
 - By June 2017: conduct online teachers and staff feedback.
 - By July 2017: Complete the employee performance summary report to management team/director for review and approve.
 - By August 2017: Release the approved employee performance summary report to staff and supervisors.
 - Action/Measurement: regularly monitor and review department performance on tablet evaluation for service provided and ensure the result work accurately.
 - o Monthly monitor on tablet evaluation and review it with heads of department for their weak and strength point.
 - o Termly monitor on tablet evaluation and award the best department with a certificate of achievement and meal budget around 50 to 100 USD.
4. Productivity: to increase the output and encourage staff in HR department to work more challenges. The following means shall be used to achieve the mentioned objective:
- o Accountability
 - o Follow up
 - o Manage the work force but avoid micromanagement
 - o Encourage, motivate, team work and idea sharing
 - Action/Measurement: Ensure the employee be well aware that they are accountable for their actions and decisions, and they can neither pass the buck or pass the blame to someone else.

- Action/Measurement: Set up targets and needs to be followed up as well, to see if the progress is sufficient or not, also to keep the staff on track
- Action/Measurement: Managed, provided direction and given assistance, but at the same time staff should feel that they have been trusted, given freedom to operate in their style and adopt measures which they think are the best to deliver results.
- Action/Measurement: Encourage staff to work as a team, and given them chance to share their ideas. At the same time, ensure their ideas are praised and will not be ignored or rejected immediately.
- Action/Measurement: Monthly, create one to two various fun activities/challenges for the staff.

II. Employee motivation and compensation

1. Compensation
2. PA scheme increase
3. Reduce the annual OT expense

- Action/Measurement: Ensure the employee is paid regularly and accurately in terms of salary, bonus, OT, unused annual leave, etc.
- A monthly staff's salary increase report to GM
- Verified staff's monthly OT request and report to GM
- Action/Measurement: Review employee salary and position based on employee performance appraisal scheme rate report by August 2017 to management team.
- Action/Measurement: Monitor and control the OT expense to minimize the expense to around USD 40,000 in 2017 compared to USD 49,584 in 2016

III. HR Management System.

- a. Enhance the awareness of HRM system to staff
- b. Insert lecturer information to HRM system
- c. Finish the incomplete function and develop another useful function

- Action/Measurement: Promote the HRM system to new recruiting staff during induction program. Measuring by lecturer and staff induction on Google Drive.
- Action/Measurement: Follow up the incomplete tasks/function, develop new function and keep the information up to date. Then update by mail to the employee.
- Action/Measurement: Solve bug and another error with IT to keep the HRM system running smoothly and effectively.
- By June 2017: Ensure all staff and lecturer information are recorded to the HRM system and is up to date.
- By December 2017: Develop new function for online application and recruitment.

IV. Lecturer supports: giving support to local and overseas lecturers in terms of flight booking, visa extension, accommodation, transportation, supporting documents, so on and so forth.

- Action/Measurement: Act as an initial person to give special support for new recruiting lecturer, especially overseas lecturer with their resettlement in Cambodia, environment, transportation and communication. Measuring on HR department appraisal by lecturer to get 6.0 point or more.

- Foreign lecturers' visa extension, work permit processing and issue supporting documents.
- Oversea lecturers' flight booking, accommodation and transportation.
- By May 2017: Propose budget for oversea lecturer accommodation, flights, and transportation for term JD17.
- By June 2017: Book flight, reserve hotel room and taxi for oversea lecturer for new term JD17.
- By November 2017: Propose budget for oversea lecturer accommodation, flights, and transportation for term JJ18.
- By December 2017: Book flight, reserve hotel room and taxi for oversea lecturer for new term JJ18.

V. Administration tasks:

- works closely with the ministry of labor and other related ministry in term of supporting documents and work permit.
- Other tasks: renew and maintain employee contract, issue employee recommendation, monitor daily employee attendance and report,
- Action/Measurement: Regularly report staff in-out to Municipal Department of Labor.
- Action/Measurement: Issue and maintain employee contract, laptop contract, and other contract.
- Issue supporting document like, recommendation, certificate of employment,
- Action/Measurement: Daily employee attendance monitors and make monthly report. Storing on google drive.
- By February 2017: Request for foreign employment quota of 2018 from Municipal Department of Labor and processing the extension of foreign lecturers' work permit
- By March 2017: Renew contract for all office staff.
- By April 2017: Ensure all the existing staff and lecturers have received work permit and report their employment to Municipal Department of Labor.
- By May 2017: Prepare for 2017 employee representative second election and report to Municipal Department of Labor
- By June 2017: Renew contract for all office staff.
- By June 2017: Renew contract for all lecturers for term JD17.
- By November 2017: Renew contract for all lecturers for term JJ18.
- By December 2017: Request for foreign employment quota of 2018 from Municipal Department of Labor

VI. Security Guard and Sanitation

1. Productivity
2. Training and development
3. Performance appraisal

1. Productivity: to increase the output and encourage cleaners and guards to work more challenges.
 - Action/Measurement: Regularly has a short meeting with guards and cleaners supervisor.
 - By February 2017: reduce nameplate controller/guard number from 5 to 3, since the space in West building ground floor is rebuilt to a discussion room.
 - By March 2017: Short meeting with cleaners and guards team for job and performance review, suggestion and feedback.
 - By March 2017: cancel nameplate controller/guard team, for most the students are aware the use of nameplate already.
 - Replace the rest of active nameplate controller/guard to the security guard team and dismiss some of the rude and misbehave security guards.
 - By July 2017: Termly, rotate cleaner team floor and/or building responsible.
 - December 2017: Annually meeting with cleaners and guards to get their feedback, suggestion and information update.
2. Training and development
 - By April 2017: Searching for a provided company and propose a training to management team on “good sale/customer service” session to enhance related staff performance and services.
 - By February 2017: conduct a two sessions of fire alarm training.
 - By October 2017: conduct training on fire extinguisher and first aid to all staff.
 - Action/Measurement: Send new guard who haven’t got a driving license yet to get it.
3. Performance appraisal: Followed object I.3 plan

10. IT SERVICES AND REGISTRAR 2017 ACTION PLAN

OBJECTIVE

1. Deliver exam via IT system reliably, timely, and securely.

- Action: delivery and manage entrance exams.
- Action: delivery and manage BA CBE support LSC.
- Action: maximize BA midterm and final conducted on computer.
- Action: delivery ACCA/CAT CBE for BA and non-BA student.

INTRODUCE CBE FOR CBL BY JUN 2017 AND CTAX BY DEC 2017.

(REF I, II, III, IV)

2. Enroll student in a timely and accurate manner.

- Action: follow up exam result closely with LSC.
- Action: enroll student based on school policy.

(REF V, VI, VII, VIII, X, XI, XII, XIII, XIV, XVI, XVI, XVII, XVIII, XX, XXI, XXII, XXIII, XXIV, XXV, XXVI, XXVII, XXVIII, XXX, XXXI, XXXII, XXXIII)

3. Make sure student attendance is record accurately.

- Action: follow up LSC class schedule change and urgent cancel.
- Action: manual record attendance when LSC miss updating schedule.
- Action: check scanning machine and software every week.

(REF IX, XXIX)

4. Provide IT equipment and services to lecturers and staff that work effectively and reliably.

- Action: schedule to random check IT equipment.
- Action: encourage staff and lecturer to use those equipment properly by given a short orientation.

(REF XXXIV, XXXV, XXXVI, XXXVII, XXXIX, XL)

5. Ensure online software is up and running properly

- Action: clear unimportant RAM consuming stuff in server.
- Action: regular maintenance server.
- Action: welcome bug report in system.
- Action: monitor DDOS attack and block suspect IP address.

(REF XXXVIII)

11. FACILITIES 2017 ACTION PLAN

OBJECTIVE

1. Regularly improving of all facilities in school to improve the study environment.
The following means shall be used to achieve Goal No. 1:

- a. Maintenance
 - b. Renovation
 - c. Construction
- Target/Measurement:
 - Comfortable place to study
 - Good environment for everyone
 - Facilities

This will be measured by peer appraisal, targeting a score of 6.

- By January & February 2017:
 - Carpet, fans and air-cons cleaning in all classrooms and restrooms
 - Fixing desk in IT room
 - Fixing the floor on the 3rd and 4th floor (West building)
 - Complete the West study lounge is ready by the time frame
 - Replace the two new air-cons in Dr. Sam Ghanty lecture hall
 - Supporting IT technicians to change new LCD screens and fixing some LCD boxes
 - Maintenance of generator and elevator
 - Fixing CamEd logos (West building)
 - Paint exterior wall (West building)
- By March & April 2017:
 - Remove some plants
 - Moving trees in order to add more chairs and tables around the East study lounge
 - Add glass door to the guard's post
 - Cleaning all air-cons in library, reading room, study lounges, and offices
 - Extra bean bags in the East study lounge
- By May & June 2017:
 - Fixing the stand for the air-cons (East building)
 - Cleaning all carpets in all classrooms and lecturer office
 - Fixing the lines for nameplates in all classrooms
 - Re-painting of all walls and ceilings in LSC and lecturer room
 - Cleaning all plastic roofs where connecting between two buildings (ground floor and the 4th floor)
 - Cleaning the glass roofs of the East study lounge
 - Maintenance of generator and elevator
 - Re-painting the stairs (West building)

- By July & August 2017:
 - Fans and air-cons cleaning in all classrooms, and restrooms
 - Fixing all corners of wall (East & West building)
 - By November & December 2017:
 - Fixing the roof of photocopy room
 - Re-painting of fence at the East building
 - Re-painting or changing the new fence at the back of West building (zinc)
2. Short and long term plan for renovation/maintenance:
- Daily check air-cons, electricity system, water system
 - Checking water containers at the West building to ensure that there is no in term of water leaking
 - Checking lights, equipments in both buildings
 - Supporting IT technician for fixing or changing new cameras, LCDs, and others facilities in all classrooms
3. Productivity: to increase of the output and encourage maintenance staff to work more challenges:
- Weekly check of all spaces to ensure there is no error or anything that out of order
4. Training and Development: to build up the capacity of maintenance skills:
- Air-con
 - Electricity
 - Water