



CamEd
Business School



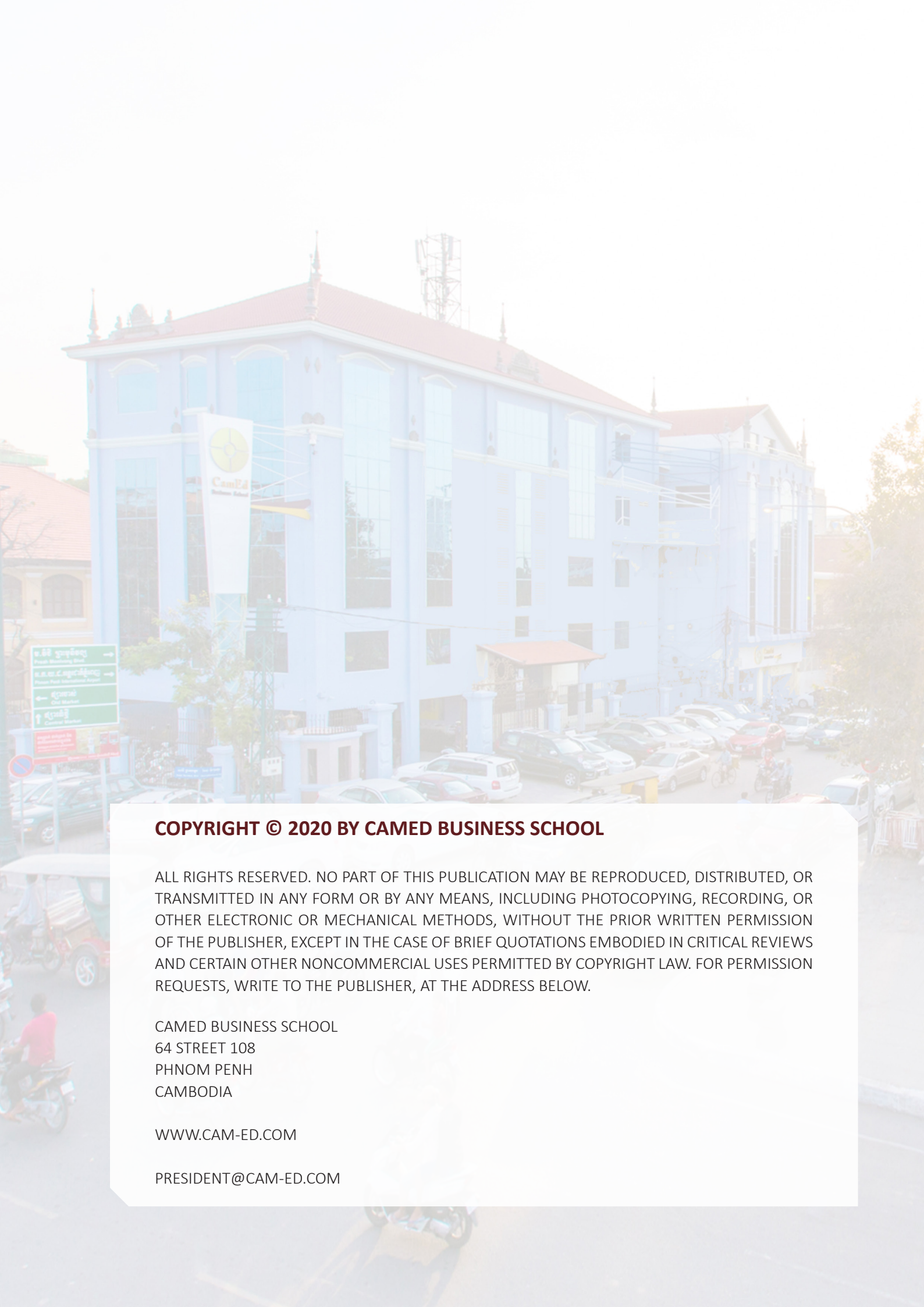
STRATEGIC PLAN AND 2020 ACTION PLANS

STRATEGIC PLAN AND 2020 ACTION PLANS



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ABOUT THIS ANNUAL PLAN

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

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VISION

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







MISSION

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

EDUCATIONAL PHILOSOPHY

Best Practice Teaching

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

Employable Skills

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

Ethics

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

Lifelong Learning

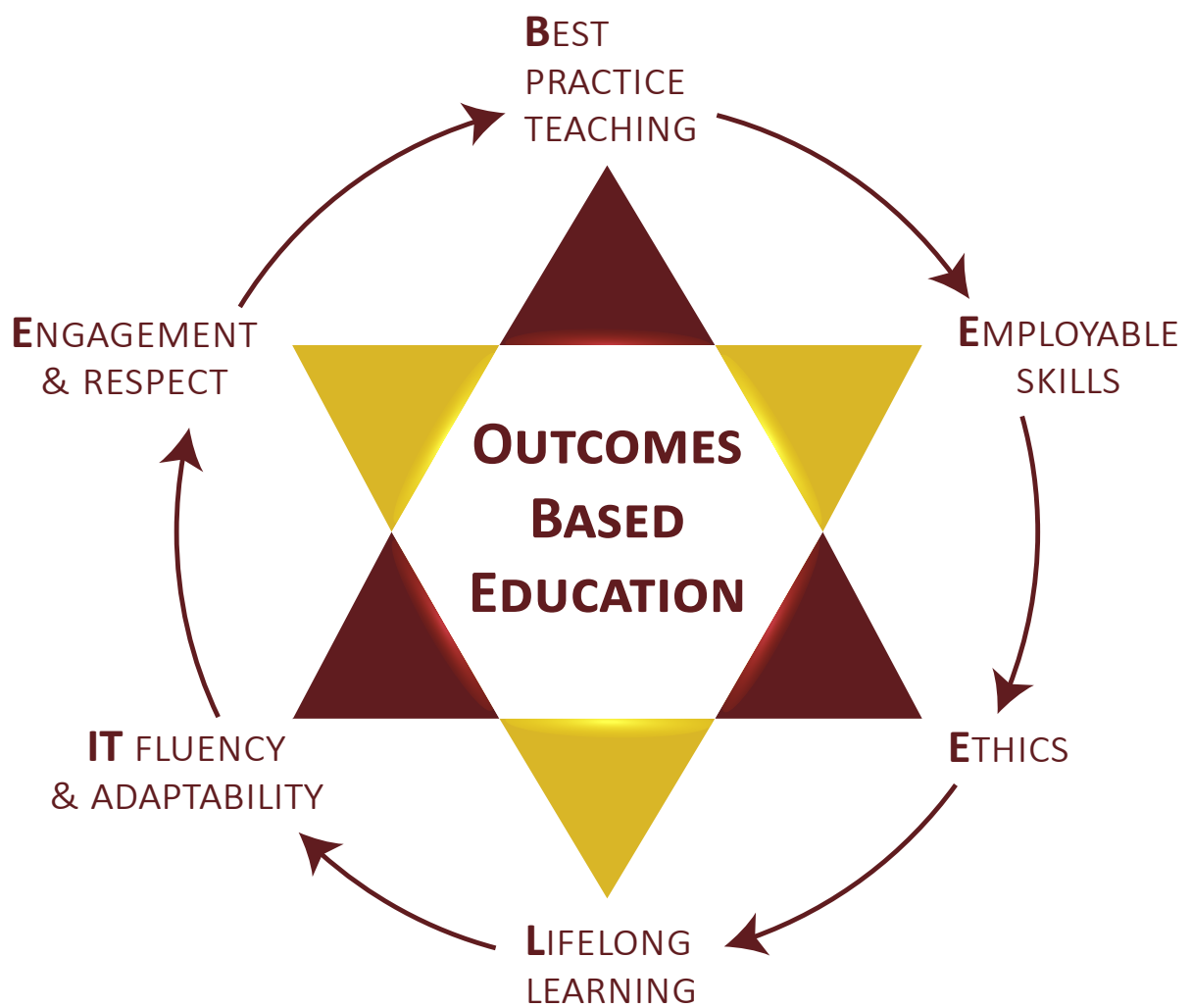
CamEd develops students to be lifelong learners to support their personal development, active citizenship, and continued employability.

IT Fluency and Adaptability

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

Engagement and Respect

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





GOALS

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

1. Regularly produce significant numbers of graduates with accounting and finance and skills equal in ability to professionals in international financial centers.
2. Meet the employment needs of local companies, financial institutions, and other organizations in terms of quality accounting and finance professionals.
3. Be an opinion leader and leader of determining best practice and standards in the field of accounting and finance.
4. Consistently deliver financial returns that meet or exceed shareholder requirements.
5. Protect and preserve Cambodian culture and Cambodian national identity through education and supporting Cambodians to be the economic masters of their country.



GOAL #1

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

STRATEGIC OBJECTIVES

1.1 Induce significant development of accounting and finance skills in students via high quality lecturing, assignments, assessments, student clubs, and study tours.

2023 Indicators	2017 Result	2018 Result	2019 Result
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Not achieved.	Not achieved.	Not achieved.
1.1.2 50%+ of classes with international exams shall achieve exam pass rates in excess of the international pass rates.	36%	29%	48%
1.1.3 There is a BA intake of 1,000 students.	550	708	581
1.1.4 80%+ of entering 2020 BA students graduate within four years.	45% of 2014 students graduated within 4 year	54% of 2015 students graduated within 4 year	54% of 2016 students graduated within 4 years
1.1.5 The average engagement score for staff and lecturers is 6 or higher on a scale of 1-7.	Staff: 6.12 Lecturers: 6.18	Staff: 6.29 Lecturers: 6.22	Staff: 5.84 Lecturers: 6.12

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2017 Result	2018 Result	2019 Result
1.2.1 Entering 2023 BA students have an average APTIS score of C1.	2018 entering BA students had an average APTIS score of B2	2019 entering BA students had an average APTIS score of B2	2020 entering BA students had an average APTIS Score of B2.

GOAL #2

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

STRATEGIC OBJECTIVES

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

2023 Indicators

2023 Indicators	2017 Result	2018 Result	2019 Result
2.1.1 95% of graduates seeking employment are employed within 6 months of finishing studies or receiving final results from professional examinations	98% as of June 2018.	87% as of February 7, 2019 (within 1.5 months)	91% as of March 18, 2020.

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

2023 Indicators	2017 Result	2018 Result	2019 Result
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	NA	5.74	5.70
2.2.2 Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7	NA	5.93 (Internal survey)	5.14 (External survey)



GOAL #3

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2017 Result	2018 Result	2019 Result
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved
3.1.2 A majority of lecturers hold a Phd.	35%	41%	42%
3.1.3 Student evaluations of lecturers is 6.1+ or above on a scale of 1-7.	6.26	6.23	6.35

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2017 Result	2018 Result	2019 Result
3.2.1 On average, lecturers publish 1+ research articles per year.	An average of 0.56 per lecturer	An average of 0.5 per lecturer	An average of 0.75 per lecturer.

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

2023 Indicators	2017 Result	2018 Result	2019 Result
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Achieved	Achieved
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	NA	60%	31/34 = 91%

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

2023 Indicators	2017 Result	2018 Result	2019 Result
3.4.1 CamEd holds approval or learning partner status from the ACCA.	CamEd holds learning partner status from the ACCA.	CamEd holds learning partner status from the ACCA.	CamEd holds learning partner status from the ACCA.
3.4.2 CamEd holds affiliate status from the CFA Institute.	NA	NA	Achieved



GOAL #4

Consistently deliver financial returns that meet or exceed shareholder requirements.

STRATEGIC OBJECTIVES

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

2023 Indicators	2017 Result	2018 Result	2019 Result
4.1.1 CamEd maintains a 3-year running average growth in profit of 10%+	Achieved: 845%	Achieved: 69%	Achieved: 18%
	2015 (2,344%)	2016 (145%)	2017 (45%)
	2016 (145%)	2017 (45%)	2018 (18%)
	2017 (45%)	2018 (18%)	2019 (-11%)

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

2023 Indicators	2017 Result	2018 Result	2019 Result
4.2.1 CamEd has a 3-year running average net margin of 15%+	Achieved: 19%	Achieved: 25%	Achieved: 24%
	2015 (11%)	2016 (21%)	2017 (25%)
	2016 (21%)	2017 (25%)	2018 (27%)
	2017 (25%)	2018 (27%)	2019 (20%)



GOAL #5

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

STRATEGIC OBJECTIVES

5.1 Publication of research on Cambodian history, economics, finance or accounting.

2023 Indicators	2017 Result	2018 Result	2019 Result
5.1.1 50% of CamEd academic staff annually publish research on Cambodian history, economics, finance or accounting.	56% No: 23	40% No: 17	54% No: 25

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

2023 Indicators	2017 Result	2018 Result	2019 Result
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM*	NM	NM
5.2.2 5% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	NM	NM
5.2.3 100% of Cambodian CamEd graduates are able to produce a Khmer language financial report and tax return in accordance with Cambodian law and regulations.	NM	NM	NM

*Not measured as Goal 5 was approved in 2020.



2020 OBJECTIVES



GOAL #1 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Average lecturer evaluations on a scale of 1-7	Jan - June 2017 Evaluation 1: 6.21 Evaluation 2: 6.29 July - Dec 2017 Evaluation 1: 6.29 Evaluation 2: 6.26	Jan - June 2018 Evaluation 1: 6.14 Evaluation 2: 6.21 July - Dec 2018 Evaluation 1: 6.30 Evaluation 2: 6.46	Jan - June 2019 Evaluation 1: 6.30 Evaluation 2: 6.36 July - Dec 2019 Evaluation 1: 6.38 Evaluation 2: 6.36	Jan - June 2020 Evaluation 1: 6+ Evaluation 2: 6+ July - Dec 2020 Evaluation 1: 6+ Evaluation 2: 6+
2. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6/7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 5/7 subjects.	Pass rate $\frac{1}{2}$ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	Pass rate $\frac{1}{2}$ or more of international pass rates for 5/7 subjects in JJ20 and 5/7 in JD20.
3. International pass rates for professional certification exams not embedded in the bachelor program.	2017 Pass rates $\frac{2}{3}$ or more of international pass rates for 11/11 subjects.	2018 Pass rates $\frac{2}{3}$ or more of international pass rates for 7/10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 in JD19.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ20 and 7/9 in JD20.





4. ACCA quality approval	Learning partner status was maintained.	Learning partner status was maintained.	Maintain learning partner status with the ACCA.	Learning partner status is maintained.
5. AUN-QA Assessment	None prepared.	Not achieved as AUN-QA assigned assessment for the following year in June 2019.	Successfully accredited program assessment by AUN-QA	Implement accepted recommendations.
6. MOEYS ACC Accreditation	NA	NA	Completed and submitted to the ACC on June 28, 2019.	Implement accepted recommendations.
7. CFA Affiliation	NA	NA	Achieved on 25 Feb, 2019	Maintain Affiliate Status
8. Number of new students for the BA, CAT and ACCA programs	BA: 493 (2018 commencement) CAT: 124 (JD17 + JJ18) ACCA: 252 (JD17 + JJ18)	BA: 708 (2019 commencement) CAT: 127 (JD18 + JJ19) ACCA: 281 (JD18 + JJ19)	BA: 581 (2020 commencement) CAT: 109 (JD19 + JJ20) ACCA: 249 (JD19 + JJ20)	BA: 600 (2021 commencement) CAT: 75 (JD20 + JJ21) ACCA: 200 (JD20 + JJ21)

GOAL #2 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Employment rate of fresh graduates seeking work within three months of completing studies	Within three months: 85% Within six months: 98%	87% as of February 7, 2019 (within 1.5 months)	Within three months: 91%	Within three months: 85% Within six months: 95%
2. Graduate evaluation of employment quality	75.8% of bachelor degree graduates ranked their present employment as "good" or "excellent".	76.7% of bachelor degree graduates rank their present employment as "good" or "excellent"	70% of Bachelor degree graduates rank their present employment as "good" or "excellent"	75-85% of bachelor degree graduates rank their present employment as "good" or "excellent"
3. Employer evaluation of CamEd graduates	In the 2018 employer survey, 80% of employers ranked the quality of CamEd graduates as "good" or "excellent". N:35 Internal Study	80% of employers ranked the quality of CamEd graduates as "good" or "excellent". N:35 Internal Study	29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	50% of employers rank the quality of CamEd graduates as "good" or "excellent". N:35 External Study

GOAL #3 - 2020 OBJECTIVES

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Faculty (academics) qualifications	Out of 23 BA faculty, the highest level of education was as follows: PhD: 10 Professional qualification + master degree: 3 Professional qualification only: 2 Master degree only: 8 BA only: 0 PhD: 43% Professional qualification + master degree: 13% Master only: 35% Professional qualification only: 8.7% BA only: 0%	Out of 27 BA faculty, the highest level of education was as follows: PhD: 11 Professional qualification + master degree: 6 Professional qualification only: 1 Master degree only: 8 BA only: 1 PhD: 41% Professional qualification + master degree: 22% Master only: 30% Professional qualification only: 4% BA only: 4%	Out of 33 BA faculty, the highest level of education was as follows: PhD: 14 Professional qualification + master degree: 6 Master degree only: 10 BA only: 3 PhD: 42% Professional qualification + master degree: 18% Master only: 30% BA only: 9%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.
2. Faculty research publication	Research journals were published for the JJ2017 and the JD2017 terms.	Research journals were published for the JJ2018 and the JD2018 terms.	1. Achieved. 2. 76% (25/33) of faculty published research within the year.	1. The research journal will be published twice a year. 2. 70% of faculty will publish research within the year.



GOAL #4 - 2020 OBJECTIVES

Consistently deliver financial returns that meet or exceed shareholder requirements.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Growth in profit	45%	18%	-11%	5%
2. Net margin	25%	27%	20%	20%
3. Student, employee, and lecturer evaluation of CamEd services and processes	Percent of students who would recommend CamEd: 81% Student evaluations: Departments: 5.92 Facilities: 5.23 Student Clubs: 5.68 (on a scale of 1-7) Employees Engagement Rating: 4.34 (on a scale of 1-5) Faculty Engagement Rating: 4.42 (on a scale of 1-5) Faculty evaluations Departments: 6.28 Facilities: 5.62 (on a scale of 1-7)	Percent of students who would recommend CamEd: 81% Student evaluations: Departments: 5.93 Facilities: 5.76 Student Clubs: 5.76 Employees Engagement Rating: 4.49 Faculty Engagement Rating: 4.44 Faculty evaluations Departments: 6.33 Facilities: 6.06	Percent of students who would recommend CamEd: 83% Student evaluations: Departments: 5.44 Facilities: 5.20 Student Clubs: 5.29 Employees Engagement Rating: 4.17 Faculty Engagement Rating: 4.37 Faculty evaluations Departments: 6.10 Facilities: 6.16	Percent of students who would recommend CamEd: 85% Student evaluations: Departments: 6+ Facilities: 5.85+ Student Clubs: 5.85+ Employees Engagement Rating: 4.5+ Faculty Engagement Rating: 4.5+ Faculty evaluations Departments: 6+ Facilities: 6+

GOAL #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of Research publications relevant to Cambodia	23	17	25	25
2. A majority of graduates increase pay by 10% in past 24 months	NA	NA	NA	100%
3. Percent of third year BA students preparing Khmer language financial statements based on applicable standards.	NA	NA	NA	90%
4. Percent of third year BA students passing Khmer language tax exam	NA	NA	NA	50%



ACTION PLANS



BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. The vision and mission is up to date.	The board reviewed the vision and mission but did not propose any changes.	The board reviewed and made small adjustments to the vision and mission.	The board reviewed and did not propose any changes.	Conduct a review before year end.
2. An annual strategic and action plan is prepared.	The plan was prepared.	The plan was prepared.	The plan was approved	Prepare and approve an annual strategic and action plan.
3. Strategic objective targets are met or exceeded.	11/16 = 69%	9/14 = 64%	8/16 = 50%	12/20 = 60%

OBJECTIVE #2

Oversee the financial performance and financial position of CamEd Business School.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. There is an appropriate annual budget.	The budget was approved by the President.	The budget was approved by the board.	A budget was reviewed and approved by the board.	A budget shall be reviewed and approved by the board.
2. A set of financial statements is prepared.	The financial statements were approved by the President.	In progress.	Achieved	The 2020 financial statements shall be prepared by the CFO, approved by the President and submitted to the Audit Committee.

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Report performance to shareholders and relevant stakeholders.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report was prepared for dissemination. A financial report was prepared for the shareholder.	A strategic report shall be prepared and disseminated. A financial report shall be prepared for the shareholder.

OBJECTIVE #4

Improve and evaluate board and executive performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Engagement scores of board members.	NA	4.85	4.94	4.5+
2. Evaluate the performance of the President on a scale of 1-7.	The board did not arrange an independent evaluation of the president in 2017.	A review was conducted.	6.9	6+
3. Evaluate the performance of the Board.	Performance was internally evaluated.	An internal and an independent external evaluation were conducted.	An internal evaluation was conducted.	Conduct an internal and external evaluation.
4. A timeline of board meetings and tentative agenda items is prepared for the following year.	A timeline was prepared.	A timeline was prepared	A timeline was prepared.	A 2021 timeline shall be prepared by the end of the year.

OBJECTIVE #5

Oversee the financial reporting and related controls of the institute.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Appointment of external auditor is conducted.	Appointed by the Shareholder	Appointed by the Shareholder	Appointed by the Audit Committee.	Appointed by the Audit Committee.
2. The annual internal audit report is reviewed.	NA	NA	The annual report was submitted and presented to the audit committee, and the boards.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.

OBJECTIVE #6

Oversee the risk management process of the institute.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Risk management framework is annually reviewed.	NA	NA	The risk management framework was approved on 30 November 2019.	To achieve.
2. Risk management reports are reviewed.	NA	NA	NA	A semesterly report from IQA-IA is submitted to the risk committee.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the reports on policies review to ensure clarity, consistency and alignment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Department evaluation of usefulness and accuracy of the reports on departmental review of CamEd's guidelines, policies, and procedures of all departments, offices, committees, units at CamEd.	NA	NA	NA	5.0+

OBJECTIVE #2

Review students' satisfaction on induction program.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Conduct and disseminate on evaluation report on the Camping Program	NA	NA	NA	An evaluation report of camping is disseminated to the relevant departments by June.
2. Conduct and disseminate the evaluation report on the Orientation Program	NA	NA	NA	An evaluation report on the Orientation Program is disseminated to the relevant departments by June.

OBJECTIVE #3

Review students' satisfaction on induction program.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review compliance with the recruitment process and policy	NA	NA	Achieved	Submit the review report to the President and Board in June and December.

2. Advise HR on induction improvement based on review of the satisfaction survey of the academic and non-academic staff induction	NA	NA	NA	Usefulness and accuracy of reports given by IQA to the HR department. 5.0+
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OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review the alignment of the curriculum graduate attributes, ELOs, and CLOs.	NA	NA	NA	Review report on the alignment of the curriculum submitted to the Curriculum Committee by December.

OBJECTIVE #5

Strengthen the capacity of the QET in each department.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Capacity building for QET	NA	NA	NA	All QET teams receive 2 training sessions in Feb & Aug.

OBJECTIVE #6

Develop the capacity of the IQA Department members.

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

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

Review and evaluate the implementation of the recommendations by AUN-QA and ACC.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	NA	Three executives, four support staff, and three academic staff joined AUN-QA training.	90% of the faculty and staff attended an internal seminar on the AUN-QA recommendations	100% of accepted recommendations of AUN-QA will be implemented by Jun.
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	NA	NA	100% of accepted recommendations of ACC will be implemented by Nov.

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	NA	NA	A report on two lesson plans and their alignments with CLOs for each faculty per term will be submitted to management and/or lecturers in Mar and Aug

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review the checklist of conformity to the CLOs submitted by LSC.	NA	50%	100%	Feedback on the Checklist of conformity is submitted to LSC and President July and Dec.

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review marking rubrics of assignments and facilitate the use of the rubrics	NA	NA	Assignment rubrics collected from faculty	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in Jul and Dec. 100%
2. Train faculty how to write rubrics (e.g. in Faculty Development Workshop)	NA	NA	NA	1 training on rubrics writing

OBJECTIVE #3

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

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

OBJECTIVE #4

Coordinate Faculty Development Workshop.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Faculty members receive in-house training.	Two professional development workshops were conducted.	Three professional development workshops were conducted.	Achieved	Workshop 1: February Workshop 2: August

OBJECTIVE #5

Conduct IQA-related research to inform decision making.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Conduct research and write a research report	NA	NA	NA	A final research report will be submitted to the Research Committee in Dec

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

Ensure an Accurate Report on the Student Statistics, Student Learning Outcomes and Institutional Functions.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review annual reports on student statistics	NA	NA	NA	Review accuracy of the annual reports on: - Student graduation - Student dropout rate - Student repetition rate by the end of March.
2. Conduct institutional evaluation by students, by faculty, and by staff	NA	NA	Achieved	Report will be submitted in September
3. Conduct student self-evaluation of learning outcomes	NA	NA	Piloted	Report will be submitted in June and December

OBJECTIVE #2

Review the departmental self-assessment reports.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review and give feedback to the departmental self-assessment reports	NA	NA	NA	QET evaluation of IQA feedback quality. 5.0+ (Jun and Nov)
2. Coordinate the sharing of the good practices of each department.	NA	NA	NA	One sharing session of good practices in July and another one in Dec.

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Become a member of ACBSP	NA	NA	NA	Become a member of ACBSP by May.
2. Become a candidate of ACBSP and a mentor is assigned	NA	NA	NA	Candidacy is granted and a mentor is assigned by Oct.

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. The results of IQA Department self-assessment	NA	NA	By Dec	5.7+
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	NA	Performance was reviewed against annual planning KPIs by the President.	Reports of the results will be presented to the President and BoT by December.	5.7+
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	NA	NA	5.7+

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

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

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

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

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review the accounting guidelines used by accounting and finance department.	Conducted by the Office of the President	Conducted by the Office of the President.	Achieved	100% of accounting guidelines are reviewed.
2. Review the accounting and financial transactions relevant to the financial statements to determine if there are sufficient controls over the cycles.	External Audit	NA	Achieved	Report on the implementation of accounting guidelines.
3. Review of cash and deposit reconciliation on a date randomly selected.	NA	NA	1. 26-April, 2019 2. 29-July, 2019 3. 22-October, 2019 4. 13-December, 2019	Conduct 4 spot checks

OBJECTIVE #2

Review the effectiveness and efficiency of the control system in each department.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Coordinate risk assessments and advise corrective actions in each department.	NA	NA	Achieved	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA to review in June and November.
2. Validate explanation on budget variances.	NA	NA	Only one report on 11-October 2019	To achieve.
3. Submit an annual internal audit report to the Audit Committee and BoT.	NA	NA	by December	Report will be submitted to the Audit Committee and BoT in November.
4. Conduct risk-based review of price/cost/expense	NA	NA	NA	To achieve
5. Conduct cost reduction review	NA	NA	NA	Save \$50, 000

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. IA members receive training from ISO.	NA	NA	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors will attend two trainings (by IA Department and by ISO).
2. IA members pursue Master and PhD programs.	NA	NA	NA	Commence Master in Professional Accountancy - Mr. Mean Udam PhD in Education: - Ms. Maria Isabelita
3. Lead internal auditor receives mentoring and coaching from IA mentor.	NA	NA	The first meeting, held on 12-Aug, 2019, was about IA mentorship and work plan. The second meeting, held on 29-Aug, 2019, was about KPI of the IA Department.	Lead Internal Auditor will attend at least 6 meetings with the IA Mentor.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	NA	NA	Visits 4 companies.

OBJECTIVE #4

Review and evaluate the implementation of the recommendations by internal auditors, ISO auditors and external auditor.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review and evaluation of the implementation of the recommendations by ISO, IA, and external auditor are conducted.	NA	NA	NA	100% of accepted recommendations will be reviewed.

OBJECTIVE #5

Review the IA Department's performance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. The IA performance is reviewed by BoT, President, and Department Heads.	NA	NA	NA	5.8+
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IA Department's Recommendations".	NA		6.25	5.8+

OBJECTIVE #6

Conduct research on internal audit.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Research on Internal Audit	NA	NA	NA	1 research output by December
2. Identification of an internal audit software to be used in CamEd	NA	NA	NA	An internal audit software will be recommended to the President for consideration by November

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review the curriculum for conformity with the vision and mission.	Achieved	Achieved	Achieved in line with AUN accreditation process.	When Vision and mission statement will be revised or reinforced, conformity review will be conducted.

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	Achieved	Achieved	1. Achieved (conducted by LSC) 2. Achieved (conducted by LSC) 3. Achieved through tracer study 4. Achieved through tracer study	1. In person meetings with 5+ key employers 2. In person meetings with 5+ alumni 3. Survey employers 4. Survey alumni
2. Conduct external evaluation of the program specification.	Achieved	Achieved	Achieved	To achieve by the fourth quarter.
3. Benchmark the program specification with international universities.	NA	Achieved	Achieved	To achieve for new programs.
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG in April 2017.	Reviewed by KPMG in July 2018.	Reviewed by KPMG in February 2019.	To achieve by August 2020.
5. Before year end, the business law syllabus is reviewed by an external firm.	Not reviewed.	Reviewed by DFDL in July 2018.	Reviewed by DFDL in February 2019	To achieve by August 2020.
6. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/professor revision of course specifications.	NA	Three Workshops were held	Partially achieved through Faculty Development Workshops and LSC Reviews.	To be included in Faculty Workshop conducted by IQA-IA Unit in 2020.

7. Assignments, projects, and field trips in course specifications are reviewed and revised.	NA	Achieved	Achieved by the LSC Department.	To achieve.
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OBJECTIVE #3

Draft new program specifications.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employer.	NA	Not Achieved	Not Achieved.	Draft a program specification by the fourth quarter 2020.

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

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

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Student evaluation of lecturer quality.	Average lecturer evaluations for BA classes were as follows: JJ2017 Evaluation 1: 6.19 Evaluation 2: 6.31 JD2017 Evaluation 1: 6.33 Evaluation 2: 6.25	Average lecturer evaluations for BA classes were as follows: JJ2018 BA Evaluation 1: 6.11 BA Evaluation 2: 6.23 ACCA/CAT Eval 1: 6.19 ACCA/CAT Eval 2: 6.28 JD2018 BA Evaluation 1: 6.36 BA Evaluation 2: 6.41 ACCA/CAT Eval 1: 6.22 ACCA/CAT Eval 2: 6.20	Average lecturer evaluations: JJ2019 BA Evaluation 1: 6.30 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.33 ACCA/CAT Eval 2: 6.41 JD2019 BA Evaluation 1: 6.46 BA Evaluation 2: 6.42 ACCA/CAT Eval 1: 6.36 ACCA/CAT Eval 2: 6.35	Average lecturer evaluations: JJ2019 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2019 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	IQA evaluations were on a risk based approach and did not cover all lecturers.	Overall score: ACCA/CAT Lecturers = 6.43 BA Lecturers = 6.38	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+
3. Average bachelor student self-study hours per lecture hour.	1.21	1.09	1.18	1.2

4. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6/7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 5/7 subjects.	Pass rate $\frac{1}{2}$ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	Pass rates $\frac{1}{2}$ or more of international pass rates for 6 out of 7 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	2017 Pass rates $\frac{2}{3}$ or more of international pass rates for 11/11 subjects.	2018 Pass rates $\frac{2}{3}$ or more of international pass rates for 7/10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 subjects in JD19.	Pass rates $\frac{2}{3}$ or more of international pass rates for 8 out of 10 subjects.
6. Student evaluation of the integrity of exams.	NA	JJ18 Midterm:6.36 JJ18 Final: 6.42 JD18 Midterm:5.58 JD18 Final : 5.85	JJ19 Midterm: 6.34 JJ19 Final: 6.00 JD19 Midterm: 5:67 JD19 Final: 6.27	JJ19 Midterm:6.1+ JJ19 Final: 6.1+ JD19 Midterm:6.1+ JD19 Final : 6.1+
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year continuation: 90% Second year continuation 90% Third year continuation: 90%
8. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	To achieve

3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 68.4% 2 or more workshops = 42.1% 3 or more workshops = 26.3% 4 or more workshops = 10.5% 5 or more workshops = 10.5%	1 or more workshops = 90% 2 or more workshops = 55% 3 or more workshops = 45%	1 or more workshops = 31/34 = 91% 2 or more workshops = 23/34 = 68% 3 or more workshops = 15/34 = 44%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	63.2%	80%	22/25 = 88%	100%
5. Percentage of lecturers who have met with key industry employers.	26.4% of lecturers had sit down one-on-one interviews with at least 4 key industry employers.	1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	1 or more key employer: 29/34 = 85% 2 or more key employers: 19/34 = 56% 3 or more key employers: 14/34 = 41%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review and enhance Faculty's Council policies.	NA	Achieved	Achieved	To achieve
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	78.9%	75%	30/34 = 88%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	NA	100%	87%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 0% Full-time lecturers: 85%	Adjunct lecturers: 100% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100% Excluding trustees

5. Percentage of lecturers who have participated in teacher development workshops.	Two workshops: 75%	One workshop: 83% Two workshops: 67% Three workshops: 50%	One or more workshop: $45/33 = 136\%$ Two workshop: $21/33 = 64\%$	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+
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FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2017 Evaluation 1: 6.12 Evaluation 2: 6.30 JD2017 Evaluation 1: 6.42 Evaluation 2: 6.35	JJ2018 Evaluation 1: 6.20 Evaluation 2: 6.40 JD2018 Evaluation 1: 6.30 Evaluation 2: 6.45	JJ2019 Evaluation 1: 6.25 Evaluation 2: 6.24 JD2019 Evaluation 1: 6.35 Evaluation 2: 6.33	JJ2019 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2019 Evaluation 1: 6.2+ Evaluation 2: 6.2+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	IQA evaluations were on a risk based approach and did not cover all lecturers.	Overall Score: 6.44	BA Lecturers: 6.36	BA Lecturers: JJ20 = 6+ JD20 = 6+
3. Average Foundation Year student self-study hours per lecture hour.	1.15	1.18	0.95	1.2+
4. Student evaluation of the integrity of exams.	JJ2017 midterm: FY only: 6.61 JJ2017 final: FY only: 6.28 JD2017 midterm: FY only: 6.50 JD2017 final: FY only: 6.39	JJ2018 midterm: FY only: 6.13 JJ2018 final: FY only: 6.27 JD2018 midterm: FY only: 6.47 JD2018 final: FY only: 6.37	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07 JD2019 final: FY only: 6.07	JJ2019 midterm: FY only: 6+ JJ2019 final: FY only: 6+ JD2019 midterm: FY only: 6+ JD2019 final: FY only: 6+
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second:	First year entering second: 92%	First year entering second: 93%	100%
6. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Foundation Year lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	To achieve
3. Percentage of Foundation Year lecturers who have attended or participated in industry conferences and workshops.	1 or more workshops: 67% 2 or more workshops: 17% 3 or more workshops: 17% 4 or more workshops: None 5 or more workshops: None	1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22%	1 or more workshops: 10/12 = 83% 2 or more workshops: 6/12 = 50% 3 or more workshops: 5/12 = 42%	1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+
4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	100%	67%	9/12 = 75%	100%
5. Percentage of Foundation Year lecturers who have met with key industry employers.	17% of lecturers had sit-down one-on-one interviews with at least 4 key industry employers.	1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56%	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	NA	Achieved	Achieved	To achieve
2. Percentage of Foundation Year lecturers who have completed at least 36 hours of continuing professional development in their field of study.	83%	78%	8/12 = 67%	80%

3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	NA	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	85%	100%	Adjunct lecturers: 0% Full-time lecturers: 100%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Two workshops: 75%	1 workshop: 90% 2 workshops: 80% 3 workshops: 70%	1 workshop: 19/13 = 146% 2 workshops: 10/13 = 77%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

OBJECTIVE #4

Review and revise the Intensive English course.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Review the course specification of Intensive Course (45 hours)	NA	NA	achieved	A new intensive course specification is submitted to the Curriculum Committee in Apr
2. Conduct student self-evaluation of learning outcomes	NA	NA	Piloted	Report will be submitted in June

OBJECTIVE #5

Develop CamEd Admissions English Tests.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	NA	NA	At least 5 tests of 90 minutes are submitted to the President
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	NA	NA	1 test of 90 minutes is submitted to the President

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of research papers submitted by faculty.	23	17	JJ2019: 11 JD2019: 14	No of Literature Review: 30+ No of Research Papers: 25+
2. Percent of faculty submitting research papers.	59%	30% of full time faculty 17 papers submitted	31% of BA faculty 18% of adjunct faculty 11 articles to be published in JJ19 and 14 articles to be published in JD19.	60% of BA faculty 30% of adjunct faculty
3. Average peer evaluation scores on a scale of 1-7.	4.8	5.33	5.54	5.5+
4. Number of student research papers submitted to internal or external conferences or journals	NA	NA	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 teams	10

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	1	14	12	25
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	To be achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	NA	NA	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	2+

OBJECTIVE #3

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

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

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide high quality support to lecturers and students.

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

OBJECTIVE #2

Ensure high quality study materials aligned with course specifications are prepared for students in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Have lecture notes submitted to LSC and passed to the graphic designer before the start of each term.	Achieved	Achieved	Achieved	To achieve
2. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	To achieve
3. Evaluation score of the quality of lecture notes on a scale of 1 - 7.	JJ2017: 6.37 JD2017: 6.44	JJ2018: 6.56 JD2018: 6.67	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.0+ JD2020: 6.0+

OBJECTIVE #3

Ensure the study schedule is prepared and communicated with relevant stakeholders in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Date of drafting the study schedule on a google spreadsheet and sharing it with relevant stakeholders.	JJ2017: Nov 30 2016 JD2017: Apr 30 2017	JJ2018: Nov 30 2017 JD2018: Apr 30 2018	JJ2019: Nov 30 2018 JD2019: Apr 30 2019	JJ2020: Nov 30 2019 JD2020: Apr 30 2020

2. Date of finalizing and announcing the official study schedule to relevant stakeholders.	JJ2017: Dec 31 2016 JD2017: May 31 2017	JJ2018: Dec 31 2017 JD2018: May 31 2018	JJ2019: Dec 31 2018 JD2019: May 31 2019	JJ2019: Dec 31 2019 JD2019: May 31 2020
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OBJECTIVE #4

- Evaluate teaching quality and report feedback to both faculty members and management in a timely manner.
- Deliver high quality examinations and grading in line with course specifications for students in a timely manner.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Date of conducting faculty evaluation for 100% of courses.	JJ2017 (achieved) Evaluation 1: February Evaluation 2: May JD2017 (achieved) Evaluation 1: August Evaluation 2: October	JJ2018 (achieved) Evaluation 1: February Evaluation 2: May JD2018 (achieved) Evaluation 1: August Evaluation 2: October	JJ2019 (achieved) Evaluation 1: February Evaluation 2: May JD2019 (achieved) Evaluation 1: August Evaluation 2: October	JJ2020 Evaluation 1: February Evaluation 2: May JD2020 Evaluation 1: August Evaluation 2: October
2. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2017 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2017 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2018 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2018 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2019 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2019 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2020 Draft midterm: February Midterm: March Draft final: May Final: June JD2020 Draft midterm: August Midterm: September Draft final: November Final: December
3. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2017 midterm: FY only: 6.61 BA (excluding FY): 6.21 JJ2017 final exam: FY only: 6.28 BA (excluding FY): 5.94 JD2017 midterm: FY only: 6.50 BA (excluding FY): 6.01	JJ2018 midterm: FY only: 6.13 BA (excluding FY): 6.61 JJ2018 final exam: FY only: 6.27 BA (excluding FY): 6.57 JD2018 midterm: FY only: 6.47 BA (excluding FY): 5.86	JJ2019 midterm exam: FY only: 6.26 BA (excluding FY): 6.02 JJ2019 final exam: FY only: 6.26 BA (excluding FY): 6.24 JD2019 midterm exam: FY only: 6.07 BA (excluding FY): 6.02	JJ2020 midterm exam: FY only: 6+ BA (excluding FY): 6+ JJ2020 final exam: FY only: 6+ BA (excluding FY): 6+ JD2020 midterm exam: FY only: 6+ BA (excluding FY): 6+

	JD2017 final exam: FY only: 6.39 BA (excluding FY): 6.10	JD2018 final exam: FY only: 6.37 BA (excluding FY): 6.12	JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JD2020 final exam: FY only: 6+ BA (excluding FY): 6+
4. Feedback results for exams are given to the students in a timely manner.	JJ2017 midterm: Apr 9 JJ2017 final: July 10 JD2017 midterm: Oct 9 JD2017 final: Jan 8 2019	JJ2018 midterm: Apr 8 JJ2018 final: July 9 JD2018 midterm: Oct 8 JD2018 final: Jan 8 2019	JJ2019 midterm: April 8 JJ2019 final: July 8 JD2019 midterm: Oct 7 JD2019 final: Jan 10 2020	JJ2020 midterm: April 8 JJ2020 final: July 8 JD2020 midterm: Oct 7 JD2020 final: Jan 6 2020

OBJECTIVE #5

Ensure the productivity, development and cooperation of LSC members.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ17: 12.5 JD17: 13.4	JJ2018: 13.7 JD2018: 11.8	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 12.0+ JD2020: 12.0+
2. Average LSC peer appraisal (How well did he/she do the job?) on a scale of 1 - 7 appraised by peers and the department head.	N/A	6.08	6.34	6.1+
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	N/A	6.12	6.81	6.3+
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.29	6.41	6.64	6.3+
5. 7 LSC staff will study CAT/ ACCA at CamEd, with passing exam scores.	Sonon: FAB, FMA, CBL (passed) Udam: FA1, FA2, FAB, FFA, FAU, CBL, PM (passed) Sita: CBL (passed) Devin: CBL (passed)	Lyhong: CBL (passed) Sonon: F7 (passed) Udam: F7, F8, F9(passed) Kanika: MA1 (passed) An Sita: MA1 (passed)	Sonon: CTax & F9 (passed), F5 (passed) Nika: FA1 & FAU(passed), FFM (passed) Chanthea: FAU (passed) , FFM (passed) Bunna: F2/FMA (No exam) Sokunneath: FA1 (passed)	Lyhong: F1, MA2, FAU Meng: MA2 Nika: F1, F5, F7 Neath: FA2, MA1 Bunna: F1, CTX, FFM Chanthea: F1, CTX, F7, F8 Sonon: SBL, APM

6. LSC staff will study English at ACE, with a pass result.	N/A	Cheoun Narin: GEP, L12 (passed) Yem Sai: GEP, L12 (passed) Chan Somaniza: GEP, L12 (passed) Phorn Lyhong: GEP, L11A (passed) Bora: L6	Lyhong: ACE (completed Level 12) Chanthea: ACE (graduated) Nika: GEP, L11B Bora: GEP, L9A	Bora: GEP L10, 11, 12
7. LSC staff will enroll in a master program/PhD related to education management	N/A	Nop Sonon - Graduated MBA at NUM	Yem Bunthorn: master of education at RUPP Chan Somaniza: master of education at RUPP An Sita: master of education RUPP or TESOL at PUC	Yem Bunthorn: MEd at RUPP Chan Somaniza: MEd at RUPP An Sita: MEd at RUPP
8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	Training by ACC on Curriculum Development Focusing on Student Learning Outcomes: 1 person Training By ACC on Alignment of Teaching Methodology and Student Assessment: 1 person Training by DHE on Curriculum Development for Higher Education reference to NQF: 1 person	AUN-QA Tier 1: 6 people AUN-QA OBE: 1 person MOEYS HED training: 1 person Training on Alignment of LO & Teaching and Learning Assessment Methods & Grading Rubrics: 11 people Training on customer service: 3 people	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	Photo conference in Singapore: 2 people ACC & Ministry Training: 3 people

OBJECTIVE #6

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

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

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide effective services, management and assessment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Evaluations scores on a scale of 1-7	5.65	6.03	Students: 5.67 Academic Staff: 6.26	Students: 6.0+ Academic staff: 6.0+
2. Team member engagement score on a scale of 1-5	6.08	6.31	4.5	4.5+
3. Check in & Out Machine + Mobile App & Other Specifications	NA	NA	Achieved with koha software	To achieve with Machine
4. Apply AI Technology in the library service	NA	NA	NA	To achieve
5. Develop and Coordinate Open Access on students research hosting in the library website	NA	NA	NA	To achieve
6. Building Statistic Report on Overall Service & Resource Usage	NA	NA	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	To achieve
7. Department Assessment Report	NA	NA	Achieved	To achieve with 50 respond

OBJECTIVE #2

Develop and Enhance Research and Reference Services.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Creating an instructional book featuring library orientation, library instruction, programs, and assessment.	1 brochures created	10+ Posters created	10+ Posters created	10 posters to achieve
2. Provide on demand advising on Research skills.	NA	NA	Achieved with book finding and searching resources via library databases.	To achieve target with 20 users

3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	400 BA foundation students received instruction via training sessions	500 BA foundation students received instruction via training sessions	600 BA foundation students received instruction via training sessions + 1 orientation video	600+ students
4. Provide on demand advising on Research Skills & information literacy.	NA	NA	NA	To achieve
5. Number of online articles, book reviews, and event reports produced.	3/2=150%	3/2=150%	5 book reviews 5 online articles	10+ articles
6. Number of MOUs	NA	NA	International: 0 Local: 4	4+

OBJECTIVE #3

Activities Conducted to Enhance Student Engagement: Engage more users and readers, empower and encourage them to read, research, and think positively.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of outreach events to promote library and reading	1	1/1	3	3+ events
2. Number of participants in the book/reading club	50 members of reading club	25/20 members of reading club	5 ambassadors Team working on media including promotional videos and facebook post	5+ ambassadors
3. Production of a video on library usage, services, benefits, and outcomes	1	NA	10+ video achieved	10+ videos
4. Number of student engagement activities conducted	1/1	3/1	Achieved: - FB pages with more than 90+ posts - 5 Most check out patron in July with 5 videos - Library Gamification created and hosted in Oct - Tick or Team created and hosted in Oct	To achieve

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Twitter account for up to date new discovery trending related to information technology, library and resources	NA	NA	1	1+
2. Number of memberships of CLA (Regional), & ALA, ACRL, and IATUL (International).	1/1	1/1	2	2+
3. Number of case study sessions	1 Meeting Held	1 Meeting Held	4	4+
4. Number of books read and reviewed by each librarian.	4 Blogs Post	2 Blogs Post	10	10+
5. Number of open access research/journal articles published by each librarian.	NA	NA	1	1+
6. Number of local and international training, online courses, webinars, conferences and workshops.	4	3	1 webinar 10 local training/ workshops/events No online learning course	10+
7. Number of sharing sessions conducted	1/1	1/1	10	10+

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

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

OBJECTIVE #2

Prepare audited financial statements in accordance with IFRS.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Completion date of financial statements	Achieved	March 2018	February 2019	January 15, 2020
Date of issuance of audit report	Delayed	Delayed	September 05, 2019	March 15, 2020

OBJECTIVE #3

Conduct timely financial reporting decision making, budgeting, financial management, and tax compliance.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Date of completion of annual budget report	NA	April 03, 2018	March 10, 2019	March 2020
Date of submission of annual tax return to GDT	Achieved	Achieved	March 31, 2019	March 2020
Date of completion for draft mid-year financial report	August 31, 2017	Not achieved	August 2019	August 2020
Date of completion for draft mid-year budget report	August 28, 2017	November 06, 2018	August 2019	August 2020

OBJECTIVE #4

Efficient purchase management to reduce costs and achieve better quality of goods or services purchased.

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

OBJECTIVE #5

To ensure better cash collection, investment opportunity, and to maximize interest earnings.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Annual increase of cash collection	Total cash collected: \$6,166,280	6.02%, \$6,537,299	3.5%, \$6,756,862	10%+
Annual percentage increase of investment amount	Investment balance: \$2,962,522	15.74%, \$3,428,807	43%, \$ 4,901,752	5%+
Annual percentage increase of interest earned	Interest earning amount: \$199,148	32.59%, \$264,056	+7.22%, \$283,123	5%+

OBJECTIVE #6

Early receipt of payments to improve cash collection and maximize investments.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
On time communication of early fee promotion to students in 2019	JJ2017: February 28, 2017 JD2017: September 01, 2017	JJ2018: April 03, 2018 JD2018: August 31, 2018	JJ2019: March 14, 2019 JD2019: September 10, 2019	JJ2020: March 15, 2020 JD2020: August 31, 2020
Number of students paid by 3 months and 9 months earlier.	3 months earlier- 386 9 months earlier- 122 Total: 508	3 months earlier: 451 9 months earlier: 171 Total: 622	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months earlier: 400+ 9 months earlier: 150+ Total: 600+
Total fees received for the whole promotion Campaign	3 months earlier- \$590,350 9 months earlier- \$327,709 Total: \$918,059	3 months earlier: \$639,442 9 months earlier: \$452,457 Total: \$1,091,899	3 months: 4%, \$677,492 9 months: 6%, \$480,637 Total: 6%, \$1,158,129	3 months: 5%, \$711,367 9 months: 5%, \$504,669 Total: 5%, \$1,216,035

OBJECTIVE #7

Effective and efficient AR control.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Date of invoice delivery to students each term	JJ17: February 02, 2017 JD17: August 08, 2017	JJ18: February 19, 2018 JD18: August 15, 2018	JJ19: February 09, 2019 JD19: August 02, 2019	JJ20: February, 2020 JD20: August, 2020
Bad debt written off each term is minimal	JJ17: \$5,560 JD17: \$4,992	JJ18: \$5,603 JD18: \$3,383	JJ19: \$3,000 JD19: \$3,000	JJ20: Less than \$7,000 JD20: Less than \$7,000
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	9 days	39 days	29 days	30 days

Number of payment methods available to students	(3) Direct / Wing / Bank	(3) Direct / Wing / Bank	Direct / Wing / CIMB / ABA	4+
Amount of fees received by banking or other services such as bank transfer, etc.	\$20,868	\$62,979	\$946,846	\$1M+

OBJECTIVE #8

Quality service from front line finance department team.

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

OBJECTIVE #9

To switch accounting software from QuickBooks Desktop (Hosting) to QuickBooks Online to improve the quality of bookkeeping and convenient access and cost saving.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Transfer opening balance of all accounts to QuickBooks Online	N/A	N/A	N/A	February 2020
Staff training to use the new system	N/A	N/A	N/A	February 2020
First official application of the system	N/A	N/A	N/A	February 2020

OBJECTIVE #10

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
The average peer appraisal score done by each employee, on a scale from 1 - 7	5.67	6.22	6.23	6+
The average management appraisal score done by manager, on a scale from 1 - 7	6.42	6.50	6.81	6+
The average level of English proficiency, on a scale from 0% - 100%	Around 50%	48%	N/A	60%+
Number of training events or conference attended relating to accounting, finance and tax throughout the year	6	7	8	6+

Number of sharing sessions conducted internally by each team in the department of finance	4	4	8	6+
Number of employees to pass an ACCA, CAT, CT or CBL exam, or to finish post-graduate / professional program	3	1	3	2+

OBJECTIVE #11

To develop a more convenient way of request making, tracking reports so that we can have better control of procurement and payment processes.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Make available of all request form and request tracking report on CamEd website	N/A	N/A	N/A	Jan 2020
Call for a meeting to discuss and inform all supporting staff about new online request submission	N/A	N/A	N/A	Jan 2020
Implementation of online request submission	N/A	N/A	N/A	Feb 2020

OBJECTIVE #12

To minimize cash on hand and improve the cash settlement method for students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Employ a cash deposit machine at CamEd	N/A	N/A	N/A	December 2020

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	5.37	5.78	6.37	6+
2. 2019 Graduate evaluation of employment quality	75.8% bachelor degree graduates rank their present employment as "good" or "excellent"	76.7% bachelor degree graduates ranked their present employment as "good" or "excellent"	70% bachelor degree graduates ranked their present employment as "good" or "excellent"	70%+ bachelor degree graduates rank their present employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months of finishing studies.	As of March 30, 2018 BA: 85%	As of March 30, 2019 BA: 87% (Process)	As of March 18, 2020 BA: 91%	As of March 30, 2021 BA: 85%
4. Number of resume training sessions	3	3	3	3
5. Percent of 3rd year students who do a mock interview	80%	88.46%	0%	80%+
6. Number of sharing sessions from CamEd alumni and graduates	2: 1. Auditor Sharing 2. FA1 & FA2 Exam Strategy	2: 1. Tax Consultant 2. School Club experience	5+: 1. Prudential (BUE & Team Psycho) 2. AIA 3. CBL Company (BFI & IFRS) 4. Hyundai (BFI & IFRS) 5. Unilever (BFI & IFRS) 6. CIMB Bank	5+
8. Number of students joining internal and external debate competitions and public speaking.	Internal: 15 External: Done	Internal: 30 External: 5	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	Internal: 80+ External: 30+

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Employer evaluation on career services department on scale of 1 - 7	NA	6.5	71% of employers described CSSA provides good support, Tracer Report 2019	70% of employers rank CSSA good or excellent
2. Average percent of big four new hires who are CamEd students	Average: 78% PwC=77% Deloitte=86% EY=70% KPMG=80%	Average: 81% PwC=85% Deloitte=90% EY=78% KPMG= 70%	Average: 70%+ PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 70%+
3. Number of relevant companies whom CSSA has met and introduced career services. How many new meet?	5: BDO, DFDL, IVISS, ACA, ACU	5: All, FII, Prudential, VCA, PPCC	25	15+
4. Number of workshops conducted by employers	9	10	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco International 5. Deloitte	5+
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: NA	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: 1. 10 2. 7	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: 8+

OBJECTIVE #3

Students learn firsthand about business, business processes, and the work environment in different countries.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Hong Kong, 42 students, 4.41 2. Thailand, 106 Students, 4.93	1. Thailand, 49 students, 6.21 2. Hong Kong (Not Achieved)	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	1. SFF 2020, 50pax, 6.0+
2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Heineken Factory	1. Olympia City 2. Council of Ministers 3. Heineken Factory	1. Amru rice 2. Chip Mong Insee 3. Orkide Villa 4. 2 Times at Heineken	3+

OBJECTIVE #4

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7	NA	NA	6.3	6+
2. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 87% Second year entering third: 88% Third year entering fourth: 92%	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year continuation: 90% Second year continuation 90 % Third year continuation: 90% ACCA Continuation: 50% CAT Continuation: 50%
3. Percent of students with failures in the previous term contacted for consulting on academic performance.	NA (previously by LSC and registrar)	Emailed: 400/400 = 100% Met in person or by phone: 237/400 = 59%	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 100/100 = 100% Met in person or by phone: 70%
4. Number of tutors to support underperformance students' academic life	NA	NA	No of Tutor: 31 JJ19: 28 JD19: 3 No of Students: 195 Active: 8 tutors Evaluation: 6.53	No of Tutor: 25 JJ2020: 28/13 new JD2020: No of Student: 100+ Active: 8+ Evaluation: 6+

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. CSSA website accessible for students and employers	NA	Planned career services access and consulted with IT to outsource design.	In progress with IT team	Go Live
2. Staffs' training and study development	Sopha: Passed ACE Level 10A	Cheata: Begin MBA course Sopha: Passed 2 CAT exams Passed 4 ACE levels	Cheata: None Sopha: Studied F2, F3 and FAU (No exam) Theory: Pass 1 CAT exams FAU	Cheata: Continue MBA course (1term) Sopha: MBA in Education Theory: Study ACCA 4 papers Borey: CAT, FA1

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

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

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

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

OBJECTIVE #2

Significantly increase the number of new students.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 34 Province: 25 Attendees: • PP: 5187 • PV: 1695	Phnom Penh: 40 Province: 28 Attendees: • PP: 6098 • PV: 2243	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 45 Province: 39
Number of BA+CAT applications	• Jan - Jun: 17 • Jul - Dec: 869 Total: 886	• Jan - Jun: 505 • Jul - Dec: 1184 Total: 1689	• Jan - Jun: 293 • Jul - Dec: 1248 Total: 1541	1600+
Number of new student deposits for the BA + CAT program	498	746	582	660+
Promote the BA + CAT program to existing students.	• Brochure distributed: 17 • Email: 9,324 x 4 • SMS: 9,324 x 4 • In class Presented: 17	• Brochure distributed: 43 • Email: 14,661 x 5 • SMS: 51,501 x 8 • In class Presented: 43	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class Presented: N/A	• Brochure Distributed: N/A • SMS: 51,501 x 4 • Email: 14,000 x 4p • In Class Presented: N/A • Internal Banner Display 4 times

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Number of awareness and networking events organized and joined.	Organized: 7 Joined: 13	Organized: 16 Joined: 19	CamEd event: 11 Networking events: 14	CamEd Event: 18 Networking Event: 13
Number of letters, emails, meetings, and times that brochure are distributed.	- Promotion Letter: 10,818 - Presented in Chey Thavy and Sisowath:4 - Met HS directors and get HS Data: N/A - Sharing Session: N/A - BacII Preparation: N/A - Promoting program during Bac II exam and result: 2	- Promotion Letter: 9,887 - Presented in Chey Thavy and Sisowath:4 - Met HS directors and get HS Data: - Phnom Penh: 28 - Province: 24 - Sharing Session: N/A - BacII Preparation: 2 - Promoting program during Bac II exam and result: 2	- Promotion Letter: 9,249 - Presentation in Chey Thavy and Sisowath:3 - Met HS directors and get HS Data: - Phnom Penh: 40 - Province: 37 - Sharing Session: 3 - BacII Preparation Course: 4 - Promoting program during Bac II exam and result: 2	- Promotion Letter: 5,000 x 2 - Presentation in Chey Thavy and Sisowath: 3:2 - Met HS directors and get HS Data: - Phnom Penh: 30 - Province: 15 - Sharing session: 5 - BacII Preparation Course: 4 - Promoting program during Bac II exam and result: 2
Branding image through channel marketing such as digital communication, mass media, and social networks	- Digital Marketing: - Facebook: 198 - Youtube: 5 - PR Article: 38 - Instagram: 198 - Newspapers: 104 - Insert brochure in Newspaper: 12 - Google Display Network: 110,063 - Display on News Website: N/A - Special Report/ Supplement: 2 - Telemarketing: - E-mail: 10,686 x 7 - SMS: 8,219 x 7 - Sales Calls: 12,172 - Cambodian Job: 5 - CJCC Displays: N/A	- Digital Marketing: - Facebook: 335 - Youtube: 5 - PR Article: 24 - Instagram: 335 - Newspapers: 173 - Inserted brochure in Newspaper: 11 - Google Display Network : 26,831 - Display on News Website: 1 size / 6 months; 1 size / 3 months - Special Report/ Supplement: 6 - Telemarketing: - SMS: 11,365 x 7 - Email: 13,445 x 7 - Sales Calls: 17,986 - Cambodian Job: 5 - CJCC Displays: 6	- Digital Marketing: - Facebook Page: 378 posts - Facebook Page: 378 posts - Youtube: 21 videos - Media websites (PR Article): 16 posts (December,2019) (Skip Posting due to BA peak period) - Instagram: 378 posts - Line: 0 post - Linkedin: 2 posts - Newspapers: 175 times - PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page - PPP Website: 128,520 impressions & 85 clicks	- Digital Marketing: - Facebook: 369 - Youtube: 10 - PR Article: 12 - Instagram: 369 - Newspapers: 73 - Insert brochure in Newspaper: 8 - Google Display Network: 8 months - Display on News Website: 6 sizes / 6 months - Special Report/ Supplement: 11 - Telemarketing: - SMS: 30,000 - Email: 15,000 x 9 - Sales Calls: 15,000 - Cambodia Jobs: 8 - CJCC Display: 12

			○ Commercial video advertising in Fresh News: 3 months (20 times per day) ○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks (November, 19) ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times • Special Report/ Supplement: 6 issues • Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times	
Sufficient budget expenditure on advertising	\$210,176.49	\$252,104.13	\$306,433.92	\$594,610

OBJECTIVE #4

Encourage and increase the productivity of representatives.

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

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Number of staff trained and training programs.	English Language Ms. Phoeun Sreynoch - ACE Level 8 CamEd Training Ms. Samoeun Maryna - FA1, MA1 Mr. Nuon Piseth - FA1, MA1 Specialist Local and International Training: Ms. Chanras, Ms. Maryna, Ms. Pichata, Ms. Sreynoch, and Ms. Sokong - High Sales Performance at CJCC Ms. Chanras, Ms. Maryna, Ms. Sreynoch, and Mr. Piseth - Public Speaking Training at CamEd Higher Education: N/A International Training: N/A Local Conferences and Networking: N/A	English Language Ms. Phoeun Sreynoch - ACE Level 9A Ms. Eang Rithychanras - ACE Level 11B Ms. Sao Sokong - ACE Level 7B CamEd Training Ms. Phoeun Sreynoch - Tax Ms. Eang Rithychanras - Tax Mr. Nuon Piseth - Tax Ms. Samoeun Maryna - Tax Specialist Local and International Training: All admission staff joined Customer Service training that was conducted by Capacity Specialists training school on June 25, 2018. Higher Education: N/A International Training: Ms. Sam Sokuntheory-Effective Marketing Strategies (Singapore, Feb 26-27, 2018). Chanras, Narothe, Pichata, and Sokong-Selling Techniques to Drive Higher Revenue and Profit (Singapore, Mar 19-20, 2018) Local Conferences and Networking	English Language Ms. Phoeun Sreynoch - ACE Level 9B. Mr. Noun Piseth- ACE Level 9B, 10 and 11A Ms. Sao Sokong - ACE Level 9A CamEd Training Ms. Samoeun Maryna - FA2 Ms. Eang Rithychanras - Internal Auditor by ISO Higher Education Ms. Phoeun Sreynoch-Master (Year 2, semester 1) Mr. Nuon Piseth-Master (Term 3) Ms. Van Pichata-Master (Term 1) Mr. Hou Narothe-Bachelor at PUC (Year 1) Ms. Sao Sokong-Master (Year 1, Semester 1) International Training 3 staff (Noch, Piseth and Maryna) joined Integrated Digital Marketing Strategies in Singapore from March 25-26 Ms. Sam Sokuntheory joined Asian Accounting Education Workgroup in Malaysia from July 26-27 Ms. Sam Sokuntheory joined EduTech 2019 Conference in Singapore on November 4-7	English Language Mr.Noun Piseth- ACE Level 11B CamEd Training Ms. Samoeun Maryna - MA2 & CTax; F1 & F2 Ms. Van Pichata - F1 & CTax; F3 & F2 Specialist Local and International Training - Certified Digital Marketing Professional Program - Photoshop and Illustrator Higher Education Ms. Phoeun Sreynoch-Master (Year2, Semester 2) Mr. Nuon Piseth-Master (Term 3, 4&5) International Training: N/A Local Conferences and Networking Average number of event attend by admission staff: 3

			Ms. Sam Sokuntheary joined “3rd AUN-QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework” in Thailand on October 15 - 18 ACC Ms. Sam Sokuntheary joined training workshop in Siem Reap on “Guidelines and Rubrics for National Standards of Accreditation” from June 20-23 EuroCham Breakfast Talk Ms. Sam Sokuntheary joined Breakfast Talk on “Digital & E-Commerce Trends in Cambodia on July 30 EuroCham Training Ms. Pichata and Ms. Chanras joined “Sale & Management Training” on May 10, 2019. 6th InterChamber Networking Event Mrs. Theory, Ms. Chanras, and Ms. Pichata joined on Sep 6, 19	
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CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

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

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2017: 38 ACCA 10 CAT 5 C.Tax 1 CBL JJ2018: 18 ACCA 5 C.Tax 3 CBL	JD2018: 29 ACCA 5 CAT 6 C.Tax 6 CBL JJ2019: 21 ACCA 4 CAT 1 C.Tax	JD2019: 17 ACCA 5 CAT 6 C.Tax 1 CBL JJ2020: 40 ACCA 14 CTax 2 CBL	JD2020: 19 ACCA 5 CAT 6 C.Tax 3 CBL JJ2021: 19 ACCA 5 CAT 6 C.Tax 3 CBL
2. The total number of new ACCA students.	JD2017: 135 JJ2018: 117	JD2018: 132 JJ2019: 147	JD2019: 120 JJ2020: 133	JD2020: 122+ JJ2021: 130+
3. Increase number of new CAT students.	JD2017: 47 JJ2018: 76	JD2018: 49 JJ2019: 78	JD2019: 47 JJ2020: 63	JD2020: 50+ JJ2021: 65+
4. Increase number of new C.Tax students.	JD2017: 114 JJ2018: 112	JD2018: 121 JJ2019: 101	JD2019: 110 JJ2020: 83	JD2020: 112+ JJ2021: 100+

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	Digital Marketing: - Facebook: 198 - Youtube: 5 - PR Article: 38 - Instagram: 198 - Newspapers: 104	Digital Marketing: - Facebook: 335 - Youtube: 5 - PR Article: 24 - Instagram: 335 - Newspapers: 173	Digital Marketing: - Facebook Page: 378 posts (Dec 31, 19) - Youtube: 21 videos	Digital Marketing: - Facebook: 369 - Youtube: 10 - PR Article: 12 - Instagram: 369 - Newspapers: 73

	○ Insert brochure in Newspaper: 12 ○ Google Display Network: 110,063 ○ Display on News Website: N/A Special Report/ Supplement: 2 Telemarketing: ○ E-mail: 10,686 x 7 ○ SMS: 8,219 x 7 ○ Sales Calls: 12,172 Cambodian Job: N/A CJCC Displays: N/A	○ Inserted brochure in Newspaper: 11 ○ Google Display Network : 26,831 ○ Display on News Website: 1 size / 6 months; 1 size / 3 months Special Report/ Supplement: 6 Telemarketing: ○ SMS: 11,365 x 7 ○ Email: 13,445 x 7 ○ Sales Calls: 17,986 Cambodian Job: 5 CJCC Displays: 6	○ Media websites (PR Article): 16 posts ○ Instagram: 378 posts ○ Newspapers: 175 times ○ PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page ○ PPP Website: 128,520 impressions & 85 clicks ○ Commercial video advertising in Fresh News: 3 months (20 times per day) ○ Business Cambodia Website: 8,210,160 impressions + 21,860 clicks ○ Business Cambodia Facebook: 5 months ○ Thmey Thmey Banner on Website: 2 months ○ KSP website: 5 months ○ Inserted brochure in Newspaper: 9 times • Special Report/ Supplement: 6 issues • Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016	○ Insert brochure in Newspaper: 8 ○ Google Display Network: 8 months ○ Display on News Website: 6 sizes / 6 months Special Report/ Supplement: 11 Telemarketing: ○ SMS: 30,000 ○ Email: 15,000 x 9 ○ Sales Calls: 15,000 Cambodia Jobs: 8 CJCC Display: 12
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2. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	CamEd events: 7 Networking events: 13	CamEd Events: 16 Networking Event: 19	o Call Sale: 20,574 o Cambodian Job: (88K email addresses) 5 times CamEd event: 11 Networking events: 14	CamEd Event: 18 Networking Event: 13
3. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	New companies: 12 Existing clients: 16 Letters sent: 10,818	New companies: 10 Existing clients: 18 Letters sent: 9,887	New companies: 12 Existing clients: 18 Letters : 9,249	New companies: 15 Existing clients: 20 Letters : 5,000+ x 2
4. Sufficient budget expenditure on advertising	\$210,176.49	\$252,104.13	\$306,433.92	\$594,610

OBJECTIVE #4 & #5

Productivity: increase of the output and encourage representatives to take on more work challenges and Training and Development: to build up the capacity of sale and marketing skills as well as better of English language

Please note that the indicators for this objective of #4 and #5 are described in the Higher Education Marketing Strategy and Action Plan because the higher education representatives also fulfill the role of corporate marketing representatives.

STUDENT LIFE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Student evaluation of clubs on a scale of 1-7.	NA	5.76	5.84	5.9+
2. Number of students who are members of clubs, excluding the student government.	95	113	270	270+
3. Number of events organized by student clubs.	8	13	15	15+

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Student evaluation of sporting activities on a scale of 1-7.	NA	5.68	5.29	5.8+
2. Number of teams in the Women's Futsal Tournament.	22	20	24	24+
3. Number of teams in the Men's Futsal Tournament.	22	22	22	22+
4. Number of students in the Athletics Competition.	152	155	170	Register: 271 Participate: 120+
5. Number of teams in the Men's Basketball Tournament.	8	13	7	15+
6. Number of teams in the Women's Basketball Tournament.	14	15	16	16+
7. Number of 1st, 2nd and 3rd place medals won in the University Cup 2018 Competition	Total medal: 14 Gold: 2 Silver: 3 Bronze: 9	Total medals: 10 Gold: 2 Silver: 2 Bronze: 6	NA No University Cup in 2019	Total medals: 12+

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of tickets sold for April Khmer Culture day	Around 500	Around 500	530	0
2. Number of students joining the July student annual trip	360	310	340	0
3. Number of tickets sold for the Christmas Party	329	283	153	250+
4. Percent of incoming students that joined December Camping	78%	78%	66%	80%+

OBJECTIVE #4

Support students with psychology counseling.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of students using psychological counseling services at least once.	20 students used the service from 1 time up to 4 times.	22 Students	37 students	30+

OBJECTIVE #5

Students build ethics and community responsibility by participating in charities.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Number of participants in the blood donation event.	107	118	135	150+

OBJECTIVE #6

Develop capacity with training and education.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Master degree	NA	Start a Master Degree	NA	Study a Master Degree
2. Number of relevant short courses/workshops joined	1	1	0	2

ACCA AND MOEYS COORDINATION

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

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

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Percent of CHEA meetings attended.	N/A	4/4 = 100%	2/4 = 50%	1 or more executives: 50% MOEYS and ACCA Coordination official: 90%

2. Evaluation score on a scale of 1-7 from executives and relevant staff to the question “Does the MOEYS and ACCA Coordination Department keep you updated on MOEYS announcements, requests and initiatives?”	N/A	NA	5.5	6.0+
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OBJECTIVE #3

Improve capacity, efficiency and skills.

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

HUMAN RESOURCE

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Engagement score of academic and support staff on a scale of 1-5.	Academic Staff: NA Support Staff: 4.37	Academic Staff: 4.38 Support Staff: 4.49	Academic Staff: 4.37 Support Staff: 4.17	Academic Staff: 4.4+ Support Staff: 4.5
2. Average academic staff evaluations of HR on a scale of 1-7	6.25	6.16	5.65	6.0+
3. Average staff evaluations of HR on a scale of 1-7	6.0	6.07	5.40	6.0+

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

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

OBJECTIVE #3

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Timely completion of annual performance and development reviews and new contracts.	We missed to prepare the new term contract on JD17 due to the lack of number of staff in the department	Reviews: July-December New contracts: December	Review: October 10,2019 New contracts: December 2019	Review: September 30 New contracts: December
2. Timely completion of training and development plans.	Support Staff: Academic Staff:	Support Staff: July-December Academic Staff:	Support Staff: September 30 Academic Staff: December	Support Staff: December 30 Academic Staff: December
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	Achieved	Achieved	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31
4. Tighten staff relations, team building and spirit by involving with CamEd trips and activities, measured by average engagement score on a scale of 1-5	NA	4.49	5	5
5. Safety: Number of fire alarm training sessions, fire extinguisher trainings, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: NA	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 25%	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50% achieved	2 Fire External Training 1 First aid trained: 50% achieved
6. Number of specific staff training.	Recorded separate from action plan.	8	74	10
7. Improve staff's English proficiency, measured by average score from ACE exam.	NA	2.3	Not Achieved	End of March
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Recorded separate from action plan.	Annual party: 90% Annual donation:37.2% Annual trip: 69.3%	Annual Party 92%(82/89 people) Annual Donation 45% (37/83 people) Annual Trip 63% (57/91 people)	Annual party: 90%+ Annual trip: 70%+

OBJECTIVE #4

Comply with Ministry of Labor and other ministry and legal requirements.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Ensure CamEd gets sufficient foreign labor quota. Measured by the quota number and percent of foreign BA lecturers who have a work permit card at year-end.	Quota: 13 Permit card: 10/17 = 58%	Quota: 15 Permit card: 13/17 = 76%	Quota: 17 Permit card: 100% Achieved	Quota: 20 Permit card: 100%
2. Percent of CamEd full time office staff who have a work permit book at year-end.	70/88 = 80%	78/82 = 95%	59/86=69%	90%+
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	Not yet registered with the NSSF	75/82 = 91%	72/84-86%	90%+
4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	Not yet registered.	21.43%	100% achieved	100%
5. Number of staff in-out reports to the Municipal Department of labor.	1	2	1 Achieved	2

OBJECTIVE #5

Enhance HR systems to increase HR productivity, efficiency and economy.

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

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

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

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

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Evaluation of WIFI speed and reliability on a scale of 1-7.	N/A	N/A	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.5+ Lecturers: 5.5+ Staff: 5.5+
2. Add one more Access point to Pacioli, Ghanty and Friedman.	N/A	N/A	N/A	to be completed
3. Setup and Integrate AAA server to the existing network for tracking user and security purpose.	N/A	N/A	N/A	to be completed
4. Network security training of IT Technician staff	N/A	Achieved	Achieved	to be completed

OBJECTIVE #3

Develop new features and update the existing CamEd software system.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Conduct meetings with students, academic staff and top management to identify IT services and applications to be introduced, reviewed or enhanced.	N/A	Achieved	Achieved	March
2. Integrate nameplate and fingerprint scanner to be one system.	N/A	N/A	N/A	The system shall be done by January.

3. Add filter of lecturers in Lecture List Academic System	N/A	N/A	N/A	The feature shall be done by January.
4. Develop Menu of User Creation in Academic system	N/A	N/A	N/A	The menu shall be completed by March.
5. Student request to change or cancel classes over deadline for ACCA/CAT/CTAX/CBL	N/A	N/A	N/A	The feature shall be completed by March.
6. Auto warning letter system	N/A	N/A	N/A	The feature shall be completed by April.
7. Request change/cancel class over deadline for non-BA class	N/A	N/A	N/A	The feature shall be completed by April.
8. Audit all functionalities of each menu in Academic System	N/A	N/A	N/A	The feature shall be completed by April.
9. Implement updatable replication on Sql Server	N/A	N/A	N/A	The feature shall be completed by May.
10. Develop OT and leave transfer system	N/A	N/A	Not Achieved Delay develop and consider Bamboo.	The system shall be completed by July. We consider back since the Bamboo cannot help
11. Fingerprint Student Profile Verification for Library	N/A	N/A	N/A	The system shall be completed by August.

OBJECTIVE #4

Review and revise Registrar reporting to increase the efficiency and effectiveness of school management.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Work with top management to identify registrar related KPIs to be included in a management dashboard.	N/A	N/A	Achieved	December
2. Prepare and categorize all reports by year, term, course and subject and upload in google drive.	N/A	N/A	50%	The preparation shall be completed by April.

OBJECTIVE #5

Develop and train RFID asset management system.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Develop the asset management system.	N/A	N/A	N/A	The training and development shall be completed by March
2. Asset data entry.				
3. Testing and train the software with Accounting, Library and IT.				

OBJECTIVE #6

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Update antivirus + Internet security license for all staff computers.	N/A	N/A	100%	100%
2. Basic security training for all support staff.	N/A	N/A	N/A	100%

OBJECTIVE #7

Maximum usability and reduce downtime of staff and classroom IT equipment.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7.	N/A	N/A	Not survey	6.2+
2. Make suggestions to staff the way to use the device against its capacity.	N/A	N/A	Achieved	To be completed
3. Recommend to replace outdated or malfunctioning device.	N/A	Achieved	Achieved	To be completed
4. On demand software and hardware upgrade.	N/A	Achieved	Achieved	To be completed
5. Introduce device uptime management software for IT Technician.	N/A	N/A	N/A	To be completed

OBJECTIVE #8

Input and verify new BA student information.

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

OBJECTIVE #9

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

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

OBJECTIVE #10

Improve staff skills and technical management skills.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
1. Master of Finance	N/A	N/A	N/A	Phengly shall attend the course.
2. Pentest	N/A	N/A	N/A	Phengly and Solin shall attend the course.
3. CCIE	N/A	N/A	N/A	Paul shall attend the course.

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2020 - DECEMBER 2020

OBJECTIVE #1

Ensure that institute facilities function effectively.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Evaluations by students, lecturers, and non-academic staff on a scale of 1-7.	Student: 5.49	Students: 5.57 Lecturers: 6.43 Non-academic staff: Not surveyed	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.22	Students: 6.0+ Lecturers: 6.0+ Non-academic staff: 6.0+

OBJECTIVE #2

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Average monthly number of minor installations, renovations and repairs proposed and resolved.	NA	NA	NA	10+
Number of significant facility renovation, expansion or design projects started.	NA	NA	9	3+

OBJECTIVE #3

Enhance facilities team performance and communication.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Team members are satisfied, challenged and committed as indicated by engagement score.	5.60	5.90	N/A	6+
Team composition is adequate.	NA	N/A	N/A	1. Hire 2 additional maintenance specialists. 2. Promote a specialist to assistant manager.
Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications.	NA	N/A	1 CamEd Maintenance Chat	50+ requests placed by students and/or staff

OBJECTIVE #4

Optimise use of facilities and facility resources.

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Satisfaction rating of adequacy of storage by each department.	N/A	N/A	N/A	5.0+ Create dedicated storage for IT, Accounting, Admissions, Maintenance, and Cleaners (4 including 1 general and 1 small in each building).
Optimization of the electricity consumption as measured by the total annual kilowatt usage and the average monthly kilowatt usage per active full-time student (BA students = 1, non-BA students = ¼).	Annual consumption: 838,993 Monthly AVG KW: 69,916 BA: 100% Non-BA: 85.76%	Annual consumption: 826,406 Monthly AVG KW: 68,867 BA: 100% Non-BA: 86.07%	Annual consumption: 859,828 Monthly AVG KW: 71,652 BA: 100% Non-BA: 73.80%	

OBJECTIVE #5

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

Indicator	2017 Baseline	2018 Result	2019 Result	2020 Target
Improve parking as evidenced by a student and staff satisfaction score.	N/A	N/A	N/A	4.0+
Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	Self-provided by Brew House cafe.	Self-provided by Brew House cafe.	External service neighborhood services only.	1. Try to negotiate with West building to organize the canteen in their café. 2. Install Juice and Drink selling machine.