



CamEd
Business School



2023 STRATEGIC PLAN AND ACTION PLANS

2023 STRATEGIC PLAN AND ACTION PLANS



LEARN, SHARE, CONNECT.

FOR MORE INFORMATION:

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



COPYRIGHT © 2023 BY CAMED BUSINESS SCHOOL

ALL RIGHTS RESERVED. NO PART OF THIS PUBLICATION MAY BE REPRODUCED, DISTRIBUTED, OR TRANSMITTED IN ANY FORM OR BY ANY MEANS, INCLUDING PHOTOCOPYING, RECORDING, OR OTHER ELECTRONIC OR MECHANICAL METHODS, WITHOUT THE PRIOR WRITTEN PERMISSION OF THE PUBLISHER, EXCEPT IN THE CASE OF BRIEF QUOTATIONS EMBODIED IN CRITICAL REVIEWS AND CERTAIN OTHER NONCOMMERCIAL USES PERMITTED BY COPYRIGHT LAW. FOR PERMISSION REQUESTS, WRITE TO THE PUBLISHER, AT THE ADDRESS BELOW.

CAMED BUSINESS SCHOOL
64 STREET 108
PHNOM PENH
CAMBODIA

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

ABOUT THIS ANNUAL PLAN

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

BOARD OF TRUSTEES



Dr. Prum Virak
Chairman and Trustee



Casey Barnett, CFA, FCCA, MBA
Trustee



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



Dr. Darith Phat
Trustee



Dr. Kenneth Paul Charman
Trustee



Mean Udam, ACCA, MSc
Secretary



CONTENTS

Section	Page
1. Strategic Plan	
Vision	2
Mission	3
Educational Philosophy	5
Goals	7
2023 Strategic Objectives	
2. Action Plans	
Board of Trustees 2023 Action Plan	19
Internal Quality Assurance 2023 Action Plan	21
Internal Audit 2023 Action Plan	29
Curriculum Committee 2023 Action Plan	31
Academic Affairs 2023 Action Plans	
a. Department of Accounting and Finance 2023 Action Plan	33
b. Department of Foundation Year 2023 Action Plan	37
Research Committee 2023 Action Plan	41
Learning Support Center (LSC) 2023 Action Plan	45
Library 2023 Action Plan	49
Admissions- Processing 2023 Action Plan	53
Admissions- Higher Education Marketing 2023 Action Plan	55
Admissions- Corporate Marketing 2023 Action Plan	61
MoEYS and ACCA Coordination 2023 Action Plan	65
International Engagement 2023 Action Plan	67
Career Services and Student Advising 2023 Action Plan	69
HR Department 2023 Action Plan	75
IT Services and Registrar 2023 Action Plan	81
Facilities 2023 Action Plan	85
Finance Department 2023 Action Plan	89

VISION

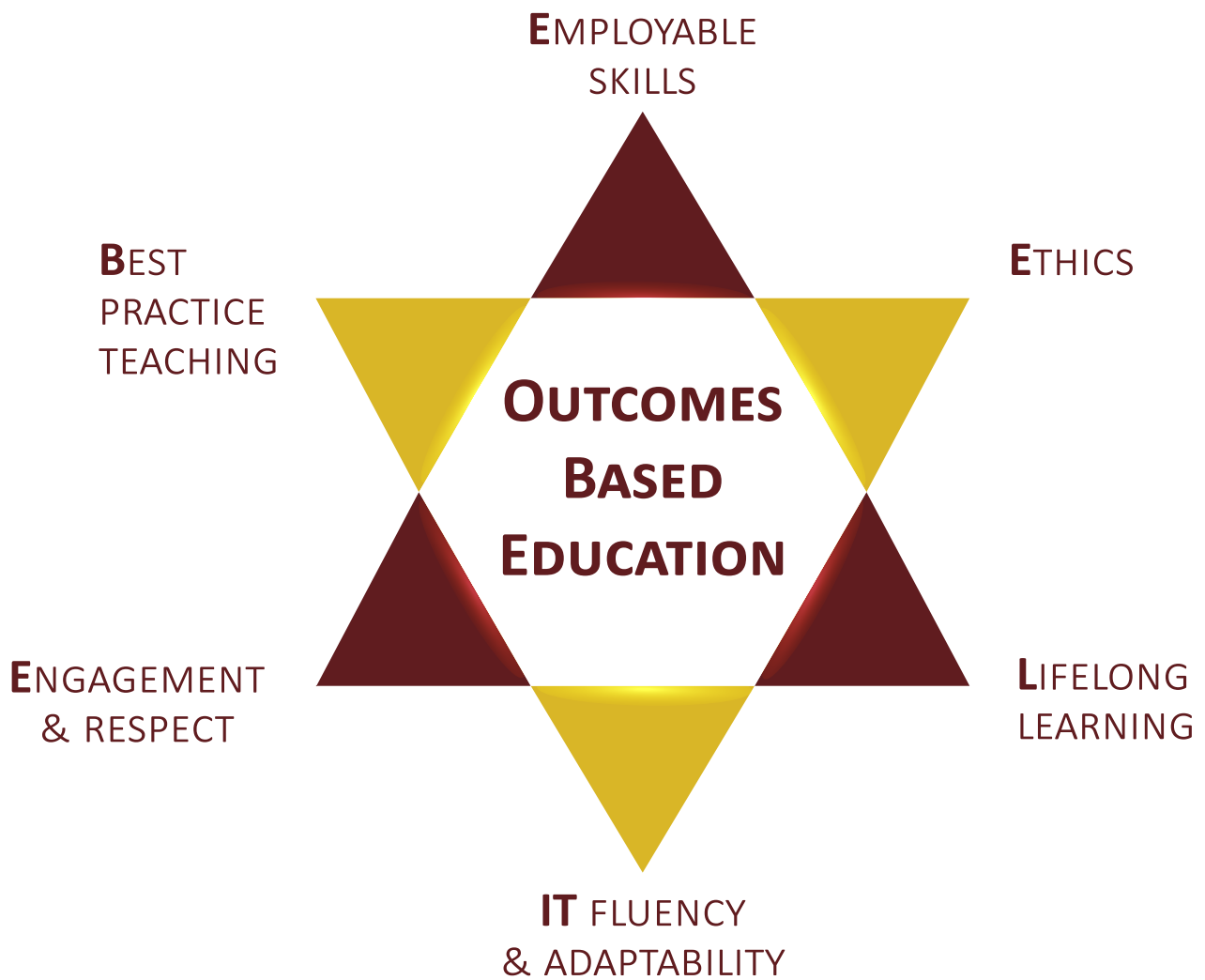
To develop a community of business professionals performing on par with those in international business centers, taking initiatives as leaders, and upholding ethical standards.





MISSION

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



EDUCATIONAL PHILOSOPHY

Employable Skills

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

Lifelong Learning

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

High Quality Teaching

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

Engagement and Respect

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

IT Fluency and Adaptability

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

Ethics

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





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. Expand CamEd's international alliances and be an opinion leader in the field of business by sharing international best practices, establishing partnerships with foreign educational institutions, and publishing research.
4. Consistently deliver financial returns that meet or exceed shareholder requirements.
5. Protect and preserve Cambodian culture and Cambodian national identity through education and supporting Cambodians to be the economic masters of their country.

GOAL #1

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Achieved AUN-QA & ISO	Achieved ACC	Achieved QS Ranking.	Achieved ACBSP Site Visit	To be accredited by ACBSP
1.1.2 50%+ of classes with international exams shall achieve exam pass rates in excess of the international pass rates.	BA: 3/7 Non-BA: 7/9	BA: 0/7 (No exam due to Covid-19) Non-BA: 7/9	BA: 5/7 Non-BA: 10/11	BA: 2/5 Non-BA: 7/11	BA: 3/5 Non-BA: 7/9
1.1.3 There is a BA intake of 1,000 students, an MSc intake of 200 students, CAT intake of 100 students, and an ACCA intake of 200 students	BA: 552 CAT: 110 ACCA: 253 MSc: NA	BA: 716 CAT: 61 ACCA: 181 MSc: NA	BA: 585 CAT: 103 ACCA: 186 MSc: NA	BA: 600 CAT: 81 ACCA: 153 MSc: 202	BA: 700+ CAT: 50 ACCA: 150 MSc: 150
1.1.4 80%+ of entering BA and MSc students graduate within four years and two years, respectively.	54% of 2016 students	63% of 2017 students	63% of 2018 students	69% of 2019 students	65% of 2020 students
1.1.5 The average engagement score for support staff and academic staff is 6 or higher on a scale of 1-7.	Support staff: 5.84 Academic staff: 6.12	Support staff: 6.18 Academic staff: 6.26	Support staff: 6.39 Academic staff: 6.47	Support staff: 6.36 Academic staff: 6.66	Support staff: 6+ Academic staff: 6+
1.1.6 The drop-out rate of BA students leaving the course early is less than 10% of the total number of BA students.	Y1: 11% Y2: 9% Y3: 6% Y4: 8%	Y1: 14% Y2: 5% Y3: 3% Y1: 1%	Y1: 14% Y2: 7% Y3: 3% Y4: 4%	Y1: 14% Y2: 8% Y3: 2% Y4: 4%	Y1: 10% Y2: 8% Y3: 5% Y4: 4%

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.2.1 Entering 2023 BA students have an average APTIS score of C1 or equivalent.	2020 average APTIS Score of B2.	2021 average APTIS Score of B1.	2022 average APTIS Score of B1.	2023 average APTIS Score of B1.	2024 average APTIS Score of B1.
1.2.2 Entering BA students have above average cognitive (SPM, MRT, CCT tests) and emotional intelligence (MSCEIT).	NA	NA	Not Done Yet	95%	70%

GOAL #2

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.1.1 95% of graduates seeking employment are employed within 6 months of finishing studies or receiving final results from professional examinations	Within 6 months: 96% Within 3 months: 91%	Within 6 months: 98% Within 3 months: 93%	Within 6 months: 98% Within 3 months: 92%	Within 6 months: TBU Within 3 months: 97%	Within 6 months: 95% Within 3 months: 85%

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	5.70 70% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 158 Internal Study	5.54 62% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 107 Internal Study	5.71 61% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 67 Internal Study	5.33 59% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 73 Internal Study	5.5 65% of bachelor degree graduates rank their present employment as "good" or "excellent" N: 100+ External Study
2.2.2 Employer satisfaction ranking of students is 6.0 or above on a scale of 1-7	5.14 29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	5.48 62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study	5.50 50% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 23 External Study	6.00 75% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 12 Internal Study	5.75 50% of employers rank the quality of CamEd graduates as "good" or "excellent" N:35 External Study
2.2.3 Employer ranking of students in regards to increasing efficiency and effectiveness by using IT solutions is 5.0 or above on a scale of 1-7.	NA	NA	5.05 N = 19	5.08 N=12	5.4

GOAL #3

Expand CamEd's international alliances and be an opinion leader in the field of business by sharing international best practices, establishing partnerships with foreign educational institutions, and publishing research.

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	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved	To be achieved
3.1.2 A majority of lecturers hold a Phd.	42%	39%	44%	48%	51%+
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.35	6.31	6.30	6.39	6+

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.2.1 On average, lecturers publish and present in a conference 1+ research articles per year.	85% No: 28	103% No: 33	56% No: 20	43% No: 15	60% No: 30

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Not Achieved	Achieved	Achieved	To achieve
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	31/34= 91%	21/30= 70%	30/36= 83%	30/35= 86%	100%

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.4.1 CamEd holds approval or learning partner status from the ACCA.	Achieved	Achieved	Achieved	Achieved	To achieve.
3.4.2 CamEd holds affiliate status from the CFA Institute.	Achieved	Achieved	Achieved	Achieved	To achieve.
3.4.3 CamEd hosts conferences with relevant government stakeholders	NA	NA	NA	NA	Two or more conferences with government stakeholders are held

3.5 Recruit international exchange students.

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.5.1 The percentage of international academic exchange students compared to domestic students will be 5%.	NA	NA	NA	51/2434 = 2%	1.5%



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	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.1.1 CamEd maintains a 3-year running median growth in profit	Achieved: 18% 2017: 45% 2018: 18% 2019: -11%	Achieved: 18% 2018: 18% 2019: -11% 2020: 77%	Achieved: 19% 2019: -11% 2020: 77% 2021: 19%	19% 2020: 77% 2021: 19% 2022: 16%	16% 2021: 19% 2022: 16% 2023: 10%
4.1.2 CamEd maintains a total 3-year flow growth free cash flow to equity of 10%	21% 2017: 2.20M 2018: 1.94M 2019: 1.26M Total: 5.40M	-3% 2018: 1.94M 2019: 1.26M 2020: 2.05M Total: 5.25M	25% 2019: 1.26M 2020: 2.05M 2021: 3.24M Total: 6.55M	-12% 2020: 2.05M 2021: 3.24M 2022: 0.48M Total: 5.77M	34% 2021: 3.24M 2022: 0.48M 2023: 3.99M Total: 7.71M
4.1.3 CamEd increases its 3-year running median operating profit*	16% 2017: 45% 2018: 16% 2019: -6%	16% 2018: 16% 2019: -6% 2020: 80%	10% 2019: -6% 2020: 80% 2021: 10%	28% 2020: 80% 2021: 10% 2022: 28%	10% 2021: 10% 2022: 28% 2023: 10%
4.1.4 CamEd reserves** earn returns in excess of the maximum bank fixed deposit rate announced by the National Bank of Cambodia	CamEd: 8% NBC: 5% NBC Report 2019 (P. 17)	CamEd: 6% NBC: 4% NBC Report 2020 (P. 17)	CamEd: 8% NBC: 4% NBC Report 2021 (P. 17)	CamEd: 5% NBC: 5% NBC Report 2022 (P. 17)	CamEd: 7%

*Operating margin is profit before tax and finance costs and finance income.

** Reserves refers to investments and financial assets in excess of three months expenditure.



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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 25%	Achieved: 27%	Achieved: 33%	Achieved: 33%	32%
	2017 (25%)	2018 (27%)	2019: 20%	2020: 33%	2021: 34%
	2018 (27%)	2019 (20%)	2020: 33%	2021: 34%	2022: 32%
	2019 (20%)	2020 (33%)	2021: 34%	2022: 32%	2023: 30%

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.3.1 Student satisfaction of departments, facilities, and student club is 6.0 or above on a scale of 1-7	Percent of students who would recommend CamEd: 83%	Percent of students who would recommend CamEd: 92%	Percent of students who would recommend CamEd: 89%	Percent of students who would recommend CamEd: 88%	Percent of students who would recommend CamEd: 90%
	Departments: 5.44	Departments: 6.17	Departments: 5.95	Departments: 5.92	Departments: 6+
	Facilities: 5.20	Facilities: 6.10	Facilities: 5.77	Facilities: 5.79	Facilities: 6+
	Student Clubs: 5.29	Student Clubs: 6.06	Student Clubs: 6.07	Student Clubs: 6.14	Student Clubs: 5.8+
4.3.2 Engagement score of support staff on a scale of 1-5.	4.17	4.41	4.56	4.54	4.5+
4.3.3 Engagement score of academic staff on a scale of 1-5.	4.37	4.48	4.62	4.75	4.5+
4.3.4 Academic staff satisfaction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.10	Departments: 6.24	Departments: 6.33	Departments: 6.56	Departments: 6+
	Facilities: 6.16	Facilities: 6.54	Facilities: 6.32	Facilities: 6.41	Facilities: 6+



GOAL #5

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

STRATEGIC OBJECTIVES

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

2023 Indicators	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM	100%	100%	81% (n=38/47)	100%
5.2.2 20% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	20% (45/227)	58% (304/523)	34% (n=25/73)	20%
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	Tax: 0% Financial Report: 60%	Tax: 98% Financial Report: 100%	Tax: 100% Financial Report: 100%	Tax: 5%+ Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.





2023

ACTION PLANS

BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. The vision and mission ensure that CamEd is at the top, leading the industry.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	The board reviewed and made adjustments to the vision and mission.	Conduct a review of the values and mission to ensure that these still reflect the vision.
2. An annual strategic and action plan is prepared.	The plan was approved.	The plan was approved.	The plan was approved.	The plan was approved.	Prepare and approve an Annual Strategic and Action Plan.
3. Targets are met or exceeded.	8/16 = 50%	14/20 = 70%	23/32 = 72%	23/32 = 72%	24/33 = 73%

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. There is an appropriate annual budget to be approved on time.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A 2022 budget was reviewed and approved by the board.	A 2023 budget is reviewed and approved by the first board meeting of 2023.
2. A set of financial statements is prepared.	Achieved	Achieved	Achieved	Achieved	The 2023 financial statements shall be first prepared by the CFO, approved by the President, submitted to the Audit Committee, then finally approved by the Board..
3. A management accounting report is prepared.	NA	NA	A management accounting report was prepared.	A management accounting report was prepared.	A management accounting report will be prepared and submitted to the Board.
4. Appointment of external auditor is conducted.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by a shareholder.	Appointed by the shareholder[s].
5. The annual internal audit report is reviewed.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	An annual internal audit report was prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 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 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 shall be prepared and disseminated. A financial report shall be prepared for the shareholder.

OBJECTIVE #4

Improve and evaluate board and executive performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Engagement scores of board members on a scale of 1-5.	4.94	4.6	4.7	4.68	4.6+
2. Evaluate the performance of the President on a scale of 1-7.	6.9	7	6.73	6.83	6.5+
3. Evaluate the performance of the Board.	An internal evaluation was conducted.	An internal evaluation was conducted.	An internal evaluation was conducted.	An internal evaluation was conducted.	Conduct an internal and external evaluation.
4. A timeline of board meetings and tentative agenda items are prepared for the following year.	A timeline was prepared.	A timeline was prepared.	A 2022 timeline was prepared.	A 2023 timeline was prepared.	A 2024 timeline shall be prepared by the end of the year.

OBJECTIVE #5

Oversee the risk management process of CamEd Business School.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Risk management framework is annually reviewed.	The risk management framework was approved on 30 November 2019.	Not achieved	Achieved	Achieved	By the end of the first quarter.
2. Risk management reports are reviewed.	NA	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA was submitted to the risk committee and the board.	A semesterly report from IQA-IA was submitted to the risk committee.	A semesterly report from IQA-IA is submitted to the risk committee.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the alignment of the Curriculum.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.1 Alignment of the curriculum graduate attributes, PLOs, CLOs, and LLOs	NA	Report to Curriculum Committee in October	Achieved	Achieved	BAF alignment reports to Curriculum Committee in April
1.2 Consistency of BAF review process with PDCA Model	NA	NA	NA	NA	BAF process report to Curriculum Committee in April
1.3 Review the program specifications before printing	NA	NA	NA	NA	Finalized Program Specification

OBJECTIVE #2

Review the admission results to ensure quality intake.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.1 Admission results analysis report	NA	NA	NA	NA	Recommendations for Admissions

OBJECTIVE #3

Strengthen the capacity of the QET in each department.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.1 Capacity building for QET	NA	All QET teams receive 2 training sessions in Jan & Feb.	Training on data analytics and basic statistics in May and December.	Not Achieved	Training on intermediate statistics, data analysis, and report writing in May.
3.2 Train about ACBSP standards and requirements	NA	NA	1st training: 26 Feb 2nd training: 7 Jul	Achieved	N/A
3.3 Train on AACSB standards and requirements	NA	NA	NA	Not Achieved	One training by IQA-IA
3.4 Review HR process and documentation	NA	NA	NA	NA	Academic and support Staff Portfolio

OBJECTIVE #4

Develop the capacity of the IQA Department members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.1 IQA members receive training from ACC and MoEYS	5 training sessions were attended	4 training sessions were attended.	Achieved: 1 training by 2 people	Achieved: 1 workshop by 1 people	Two Trainings: by 3 people
4.2 IQA members have a clear understanding of ACBSP.	NA	Dr. Sok Uttara attended the ACBSP training in Feb.	Achieved	Achieved	NA
4.3 IQA receives PhD/ professional training (CAT).	NA	NA	NA	Not Achieved	4 ACCA courses
4.4 IQA members attend the AACSB conference.	NA	NA	NA	Not Achieved	2 IQA members attend AACSB attend annual conference in June

OBJECTIVE #5

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
5.1 Review the policies and procedures of all departments, committees, faculty council	Reviewed Policies	NA	NA	Reviewed Policies	Reviewed policies are approved by the President.
5.2 Review the strategic plan and all action plans before submitting them to the President and/or Board	Achieved	Achieved	Achieved	Achieved	Strategic Plan 2023 and all action plans are reviewed before submitting to the President and Board for approval.

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.1 AUN-QA recommendations are completed.	90% -faculty and staff attended an internal seminar on the AUN-QA recommendations	100% of accepted recommendations of AUN-QA were implemented.	100% of accepted recommendations of AUN-QA were implemented.	Follow up the implementation of the AUN-QA recommendations. (100% by Jun)	AUN-QA slot AUN-QA SAR
1.2 ACC recommendations are completed.	NA	100% of accepted recommendations of ACC were implemented	100% of accepted recommendations of ACC were implemented.	Midterm Review by ACC	ACC SAR
1.3 ACBSP notes are completed.	NA	NA	NA	NA	ACBSP notes are completed.

1.4 QS Stars Rating recommendations are completed.					Internationalization Framework Internationalization Strategies
1.5 HEMIS Report	NA	NA	NA	NA	Two times per year

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.1 Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.	100% of lecture plans of faculty observed were reviewed against CLOs.	N/A
2.2 Review the checklist of conformity to the CLOs submitted by LSC.	100%	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec	JD22=91%	JJ23 = 100% JD23= 100%
2.3 Review marking rubrics of assignments and facilitate the use of the rubrics	Assignment rubrics collected from faculty	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review Marking rubrics of assignments collected from LSC 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%
2.4 Review the quality of the major assessments design	NA	NA	30% of courses in each year level	30% of courses in each year level	30% of courses in each year level
2.5 Review the quality of marking.	NA	NA	Check to confirm that all assessment answers are shared with students. In June and December, send an end-of-term survey to students about the quality of marking major assessments. Risk based review of 30% of courses in each year level	Check to confirm that the quality of marking of a assessment was moderate since they were marked by some faculty	50% of the assessments that have the most score review requests are reviewed.
2.6 Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	50% of faculty observed by IQA-IA advisor	50% of the faculty were observed by the IQA-IA Unit	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty will be observed by the IQA-IA Department.

2.7 Review the classroom observation report by Faculty Council	NA	NA	NA	NA	Report on Strengths, Areas for Improvement, and Recommendations to Academic Staff
2.8 Review LSC's report on academic staff's actions in response to the student feedback collected through Faculty Evaluation by Students.	NA	NA	NA	NA	Review report on academic staff's actions in response to student feedback.

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.1 Student complaints are resolved in a timely manner.	NA	NA	NA	NA	More than 50% of student complaints are resolved within 7 days.

OBJECTIVE #4

Ensure that research progresses in accordance with the research policy.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.1 Research progress is reviewed against the set target and policy	NA	NA	NA	NA	Research progress review report

OBJECTIVE #5

Ensure that community services and academic advising services are evaluated and the results are used for improvement.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
5.1 Report on student satisfaction of academic advising services	NA	NA	NA	NA	Review report on Academic Advising Services is discussed with CSSA.
5.2 Report on student satisfaction of community services	NA	NA	NA	NA	Review report on community services is discussed with CSSA.
5.3 Report on student satisfaction of tutorial programs	NA	NA	NA	NA	Review report on tutorial programs is discussed with CSSA.
5.4 Report on student club activities	NA	NA	NA	NA	Review report on student club activities is discussed with CSSA.
5.5 Report on Student Government activities	NA	NA	NA	NA	Review report on student government activities is discussed with CSSA.

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.1 Conduct institutional evaluation by students, by faculty, and by staff	Achieved	Achieved	Achieved	Achieved	Report submitted on time.
1.2 Conduct student self-evaluation of CLOs	Piloted	Report was submitted in December	Report was submitted in Jun and Dec	Report was submitted in Jun and Dec	Report submitted 2 times per year.
1.3 Analyze the results of student self-evaluation of PLOs	NA	NA	Report was submitted.	Report was submitted in December	Report submitted at the end of the year.
1.4 International exam pass rate against ACCA pass rate	NA	NA	NA	NA	BA=60% MSc=60% ACCA=60%
1.5 Reduce attrition rate	NA	NA	NA	NA	Y1-Y2 ≤ 13% Y2-Y3 ≤ 10% Y3-Y4 ≤ 7% Y1-Y4 ≤ 30%
1.6 Increase retention rate	NA	NA	NA	NA	Y1-Y2 = 87% Y2-Y3 = 90% Y3-Y4 = 93% Y1-Y4 = 70%
1.7 Graduation rate	NA	NA	NA	NA	BA: Within 4 years=70%
1.8 Student satisfaction	NA	NA	NA	NA	BAF=6.00 MSc=6.00 Non-Degree=6.00 Services=6.00 Facilities=6.00 Faculty=6.00
1.9 Academic staff satisfaction	NA	NA	NA	NA	BAF=6.00 MSc=6.00 Non-Degree=6.00 Services=6.00 Facilities=6.00
1.10 Support staff satisfaction	NA	NA	NA	NA	Services=6.00 Facilities=6.00
1.11 Employment rate for BAF	NA	NA	NA	NA	Within 3 months=85% Within 6 months=95%
1.12 Alumni satisfaction	NA	NA	NA	NA	BAF=6.00 Non-Degree=6.00
1.13 Employer satisfaction	NA	NA	NA	NA	Technical skill=6.00 Soft skill=6.00 IT solution=6.00

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.1 Coordinate the sharing of the good practices of each department.	NA	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.	One sharing session of good practices in Dec.
2.2 Review the departmental self-assessment/self-audit report with the department	NA	NA	NA	Review report in Dec.	Review report in Dec

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
3.1 Submit self-study report to ACBSP	NA	NA	Not Achieved	Achieved	NA
3.2 Get accredited by ACBSP by Dec	NA	NA	Not Achieved	Accredited by ACBSP in Jan	NA
3.3 Complete the ACBSP notes	NA	NA	NA	NA	In progress
3.4 AUN-QA Self-Assessment Report	NA	NA	NA	NA	AUN-QA SAR
3.5 ACCA partnership	NA	NA	NA	NA	Platinum
3.6 ACC accreditation	NA	NA	NA	NA	ACC SAR
3.7 AACSB accreditation	NA	NA	NA	NA	Unit of Accreditation Application Eligibility Application Initial Self-Evaluation Report

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
4.1 The results of IQA Department self-assessment based on Action Plan	NA	5.74	5.91	5.70	6.00+
4.2 Results of IQA Department assessment by BoT, President, Faculty, and Department Heads. (Based on Institutional Evaluation)	5.80	6.50	6.26	6.37	6.00+
4.3 The quality of recommendations provided by the IQA Department to other departments	NA	5.90	6.27	6.40	6.00+

OBJECTIVE #5

Disseminate research outputs through conferences, seminars, workshops, symposiums.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
5.1 Presentations of research papers to academic staff, support staff, students and interested others	NA	NA	NA	NA	1 seminar and 1 symposium per year
5.2 ACBSP Region 10 Annual Conference organized in CamEd	NA	NA	NA	NA	Face-to-face Conference
5.3 Research publications by academic staff on average	NA	NA	NA	NA	JAFESS=60% Others=20%

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Enhance student career advancement.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1.1 Coordinate a tracer study conducted by an independent consulting firm	Report was submitted to IQA	Tracer study report was submitted to IQA in Aug	Report was submitted to IQA in Dec	Not Achieved	Tracer study report in Oct
1.2 Career advancement rate	NA	NA	NA	NA	≤ 2 years=90% ≤ 3 years=95% ≤ 4 years=100%

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2.1 Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	Annual Report was prepared.	Annual Report was prepared	An integrated report and recommendations for improvement were provided to respective departments in Dec.	An integrated report and recommendations for improvement are provided to respective departments in Dec.

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Review the accounting guidelines used by the accounting and finance department.	100% of accounting guidelines were reviewed.	100% of accounting guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines were reviewed.	100% of accounting policies, procedures & guidelines will be reviewed.
2. Review the accounting and financial transactions relevant to the financial statements to determine if there are sufficient controls over the cycles.	Achieved	Achieved	Achieved	Achieved	Report on the implementation of accounting policies, procedures & guidelines
3. Review cash and deposit reconciliation on a date randomly selected.	1. 26 Apr 19 2. 29 Jul 19 3. 22 Oct 19 4. 13 Dec 19	1. 29 Apr 20 2. 27 Jul 20 3. 04 Nov 20 4. 21 Dec 20	1. 25 May 21 2. 10 Aug 21 3. 27 Oct 21	1. 28 April 2022 2. 01 Sep 2022 3. 08 Dec 2022	3 Spot check

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Coordinate risk assessments and advise corrective actions in each department.	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and the Board of Trustee to review in July and Jan.	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA in June and December.	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA in June and December.
2. Validate explanation on budget variances.	Achieved	Achieved	Achieved	Achieved	Budget variance report and response
3. Submit an annual internal audit report to the Audit Committee and BoT.	Report was submitted to BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	Report was submitted to BoT in January.	Report was submitted to BoT in March.	Report will be submitted to the Audit Committee and BoT in January.
4. Conduct risk-based review of expenses	N/A	Achieved	Achieved	Achieved	Report on expense in December
5. Conduct cost reduction review	NA	Cost Reduction Report on agreement with all departments saving up to \$441, 782	A Budget Reduction Summary was submitted to the VP for IQA-IA in October.	A budget reduction was discussed in a meeting with Finance and HoDs.	N/A

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. IA members receive professional training.	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.	- Data analytic training on 24, 26 & 28 May and 27-28 Dec - Internal Training for IA by LIA on 05 Mar	- Business Data Analytics - Internal Training for IA by LIA on 04 Mar 22	- 40 hours of CPD Training for LIA - Internal Training for IA
2. IA members pursue Master and PhD programs.	NA	PhD in Education: - Ms. Maria Isabelita	Master Degree in Professional Accountancy	PhD in Education: - Ms. Maria Isabelita	DBA: - Mean Udam
3. Lead internal auditor receives mentoring and coaching from IA mentor.	Two Meeting with IA Mentor	5 Meeting with IA Mentor	LIA obtained ACCA membership.	Mentoring Action Plan was produced	Mentoring and coach program objectives are met.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	20 mentor meetings with audit associates.	1. Grant Thornton: 20 Oct 22 2. KPMG: 02 Nov 22	Two online meetings or face to face enterprise visits.

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	N/A	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).

OBJECTIVE #5

Review the IQA-IA Department's performance.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. The IQA-IA performance is reviewed by BoT, support staff, and faculty.	NA	6.02	6.47	6.37	6.0+
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IQA-IA Department's Recommendations".	6.25	6.5	6.27	6.40	6.0+

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Review the curricula for conformity with the vision and mission.	Achieved in line with AUN accreditation process.	Achieved. (Add work placement course)	Achieved	Achieved	Conformity review will be conducted.

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Solicit feedback and input from alumni, employers, academic staff and students on the relevance of the curriculum.	1. Meetings with 4 employers (conducted by LSC) 2. Not Achieved 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Not Achieved 2. Meetings with 11 alumni (conducted by LSC) 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Meetings with 32 employers 2. Meetings with 10 alumni 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through the tracer study	1. Achieved (by ACC and ACBSP) 2. Achieved (by ACC and ACBSP) 3. Internal survey of employers 4. Internal survey of alumni	1. Meetings with 10+ key employers including one focus group meeting with an Employer Council 2. Meetings with 10+ alumni including one focus group meeting with an Alumni Council 3. Focus group meeting with a Student Council 4. Focus group meeting with the Faculty Council 5. Survey employers, alumni, students
2. Conduct external review of the program specification.	Achieved.	Achieved	Not Achieved.	The FAA and ACBSP reviewed the program specification.	To achieve
3. Benchmark the program specification with international universities.	Achieved.	Achieved.	Achieved.	Not targeted this year.	Not targeted this year.
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG in February 2019.	Reviewed by VDB in November 2020.	Reviewed by VDB in February 2021.	Reviewed by C.Tax course advisor.	To review by August 2023.

5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by DFDL in February 2019	Reviewed by Dr. Prum Virak in November 2020.	Reviewed by Dr. Prum Virak in January 2021.	Reviewed by Dr. Prum Virak in June 2022.	To be reviewed by a firm in August 2022.
--	-----------------------------------	--	---	--	--

OBJECTIVE #3

Draft new program specifications.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employers.	Not Achieved.	Not Achieved.	Achieved	Achieved	To be updated
2. Review feasibility and establish timelines for additional academic degrees and diplomas.	NA	NA	NA	Survey was conducted to discuss the new degree.	1. Review feasibility for establishing a timeline for developing a bachelor of law, business management, marketing and diplomas in business communication (English), Entrepreneurship, Business IT, banking and finance.

OBJECTIVE #4

Develop the capacity of the Curriculum Committee.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Two Curriculum Committee members joined two AUN-QA training.	Two Curriculum Committee members joined the ACBSP conference.	One Curriculum Committee member joined the AACSB conference.	Two curriculum committee members joined the presentation of the strategic plan 2030 by higher education.	Participate in 1+ workshops, training, or higher education related to curriculum development.

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Student evaluation of lecturer quality.	Average lecturer evaluations were as follows: JJ2019 BA Evaluation 1: 6.30 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.33 ACCA/CAT Eval 2: 6.41 JD2019 BA Evaluation 1: 6.46 BA Evaluation 2: 6.42 ACCA/CAT Eval 1: 6.36 ACCA/CAT Eval 2: 6.35	Average lecturer evaluations were as follows: JJ2020 BA Evaluation 1: 6.42 BA Evaluation 2: 6.35 BA Evaluation 3: 6.31 ACCA/CAT Eval 1: 6.29 ACCA/CAT Eval 2: 6.21 ACCA/CAT Eval 3: 6.17 JD2020 BA Evaluation 1: 6.39 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.25 ACCA/CAT Eval 2: 6.30	Average lecturer evaluations were as follows: JJ2021 BA Evaluation 1: 6.35 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.41 JD2021 BA Evaluation 1: 6.33 BA Evaluation 2: 6.40 ACCA/CAT Eval 1: 6.39 ACCA/CAT Eval 2: 6.31	Average lecturer evaluations were as follows: JJ2022 BA Evaluation 1: 6.36 BA Evaluation 2: 6.48 ACCA/CAT Eval 1: 6.27 ACCA/CAT Eval 2: 6.37 JD2022 BA Evaluation 1: 6.46 BA Evaluation 2: 6.51 ACCA/CAT Eval 1: 6.20 ACCA/CAT Eval 2: 6.21	Average lecturer evaluations were as follows: JJ2023 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2023 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.58	Overall score: ACCA/CAT Lecturers = 6.78 BA Lecturers = 6.70	Overall score: ACCA/CAT Lecturers = 6.81 BA Lecturers = 6.72	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+
3. Average bachelor student self-study hours per lecture hour.	1.18	1.12	1.08	1.20	1.4

4. International pass rates for exams embedded in the bachelor program.	Pass rate $\frac{1}{2}$ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	No international Exam due to Covid-19	Pass rates $\frac{1}{2}$ or more of international pass rates for 7 out of 7 subjects.	Pass rates $\frac{1}{2}$ or more of international pass rates for 2 out of 5 subjects.	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.	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 7/9 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 12 out of 12 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7 out of 11 subjects.	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.	JJ19 Midterm: 6.34 JJ19 Final: 6.00 JD19 Midterm: 5.67 JD19 Final: 6.27	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20	JJ21 Midterm: 5.74 JJ21 Final: 6.17 JD21 Midterm: 6.18 JD21 Final: 6.29	JJ22 Midterm: 6.17 JJ22 Final: 6.00 JD22 Midterm: 6.51 JD22 Final: 5.93	JJ23 Midterm: 6.1+ JJ23 Final: 6.1+ JD23 Midterm: 6.1+ JD23 Final: 6.1+
7. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year entering second: 85% Second year entering third: 95% Third year entering fourth: 96%	First year entering second: 85% Second year entering third: 92% Third year entering fourth: 97%	First year entering second: 86% Second year entering third: 92% Third year entering fourth: 98%	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	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	Achieved	To achieve
3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 91% 2 or more workshops = 68% 3 or more workshops = 44%	1 or more workshops = 82% 2 or more workshops = 50% 3 or more workshops = 38%	1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	1 or more workshops: 95% 2 or more workshops: 76% 3 or more workshops: 57%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+

4. Percentage of of BA except Foundations lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	88%	88%	95%	100%	100%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 85% 2 or more key employers: 56% 3 or more key employers: 41%	1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%	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	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Review and enhance Faculty's Council policies.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	30/34 = 88%	15/16 = 94%	90%	100%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	87%	100%	100%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 100% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One or more workshop: 100% Two workshop: 64%	One or more workshop: 81% Two workshops: 44%	One workshop: 100% Two workshops: 100% Three workshops: 100%	One workshop: 100% Two workshops: 95% Three workshops: 81%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2019 Evaluation 1: 6.25 Evaluation 2: 6.24 JD2019 Evaluation 1: 6.35 Evaluation 2: 6.33	JJ2020 Evaluation 1: 6.35 Evaluation 2: 6.24 Evaluation 3: 6.34 JD2020 Evaluation 1: 6.33 Evaluation 2: 6.38	JJ2021 Evaluation 1: 6.27 Evaluation 2: 6.34 JD2021 Evaluation 1: 6.35 Evaluation 2: 6.40	JJ2022 Evaluation 1: 6.37 Evaluation 2: 6.80 JD2022 Evaluation 1: 6.41 Evaluation 2: 6.58	JJ2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+ JD2023 Evaluation 1: 6.2+ Evaluation 2: 6.2+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	BA Lecturers: 6.36	BA Lecturers: 6.62 JJ20 = 6.60 JD20 = 6.70	BA Lecturers: JJ21 = 6.63 JD21 = 6.70	BA Lecturers: JJ22 = 6.69 JD22 = 6.65	BA Lecturers: JJ23 = 6+ JD23 = 6+
3. Average Foundation Year student self-study hours per lecture hour.	0.95	1.13	1.15	1.19	1.4
4. Student evaluation of the integrity of exams.	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07 JD2019 final: FY only: 6.07	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05 JD2020 final exam: FY only: 6.30	JJ2021 midterm: FY only: 6.22 JJ2021 final exam: FY only: 6.24 JD2021 midterm exam: FY only: 6.36 JD2021 final exam: FY only: 6.32	JJ2022 midterm: FY only: 6.05 JJ2022 final exam: FY only: 5.96 JD2022 midterm exam: FY only: 6.37 JD2022 final exam: FY only: 6.23	JJ2023 midterm: FY only: 6+ JJ2023 final: FY only: 6+ JD2023 midterm: FY only: 6+ JD2023 final: FY only: 6+
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 89%	First year entering second: 86%	First year entering second: 86%	First year entering second: 86%	100%

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

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Foundation Year lecturers review and participate in the revision of their course specifications.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Lessons, assessment and materials conform to the course specifications.	Achieved	Achieved	Achieved	Achieved	To achieve
3. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	9/12 = 75%	9/11 = 82%	67%	100%	100%
4. Percentage of Foundation Year lecturers who have met with key industry employers.	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%	1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0%	1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36%	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	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Review and enhance Faculty's Council policies, roles and responsibilities in regards to Foundation Year management.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Percentage of Foundation Year lecturers who have completed at least 36 hours of continuing professional development in their field of study.	67%	91%	80%	100%	80%

3. Percentage of Foundation Year lecturers who have completed a self assessment and self-development plan.	100%	100%	100%	100%	100%
4. Percentage of Foundation Year lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 0% Full-time lecturers: 100%	Full time lecturers: 100%	Full-time lecturers: 80%	Full-time lecturers: 100%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 13/13 = 100% 2 workshops: 10/13 = 77%	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%	1 workshop: 80% 2 workshops: 60% 3 workshops: 50%	1 workshop: 100% 2 workshops: 82% 3 workshops: 64%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	One Admission test.	Achieved	Achieved	5 Admissions test
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	Not Achieved.	Achieved.	Achieved	To achieve

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of research papers submitted by faculty.	January-June 2019 - Literature reviews: N/A - Full papers: 13 - Papers published in JAFESS: 13 - Papers published outside JAFESS: N/A July-December 2019 - Literature reviews: N/A - Full papers: 15 - Papers published in JAFESS: 15 - Papers published outside JAFESS: N/A However, no proposal submission was required. Submission of literature review before submitting the final paper was not compulsory.	January-June 2020 - Literature reviews: 7 - Full papers: 9 - Papers published in JAFESS: 9 - Papers published outside JAFESS: N/A July-December 2020 - Literature reviews: 10 - Full papers: 15 - Papers published in JAFESS: 15 - Papers published outside JAFESS: 9 (8 in the Symposium book) Since submitting literature review first before submitting a full paper was not compulsory, some authors did choose to skip the first stage.	January-June 2021 - Literature reviews: 16 - Full papers: 14 - Papers published in JAFESS: 14 - Papers published outside JAFESS: N/A July-December 2021 - Literature reviews: 13 - Full papers: 12 - Papers published in JAFESS: In progress - Papers published outside JAFESS: 6 Submitting a literature review before submitting the full paper was not made compulsory yet.	January-June 2022 - Proposals: 14 - Literature reviews: 11 - Full papers: 17 - Papers published in JAFESS: 10 (in progress) - Papers published outside JAFESS: N/A July-December 2022 - Proposals: 17 - Literature reviews: 5 - Full papers: 8 - Papers published in JAFESS: In progress - Papers published outside JAFESS: 5 Submitting a proposal form before doing the literature review was made a requirement starting from April 2022. After the proposal stage, submitting literature review was required as a second stage.	January-June 2023 - Proposals: 15 - Literature reviews: 15 - Full papers: 10 - Papers published in JAFESS: 10 - Papers published outside JAFESS: 2 July-December 2023 - Proposals: 15 - Literature reviews: 12 - Full papers: 10 - Papers published in JAFESS: 13 Papers published outside JAFESS: 3
2. Percent of faculty submitting research papers.	31% of BA faculty 18% of adjunct faculty 11 articles to be published in JJ19 and 14 articles to be published in JD19.	63% of BA faculty 30% of adjunct faculty 12 articles to be published in JJ20 and 11 articles to be published in JD20.	51.43% of BA faculty 25% of adjunct faculty 13 articles to be published, 7 in Vol.6, No.1 and 6 in Vol.6, No.2 for 2021	Completed JJ2022 BA Faculty: 34.29% Adjunct Faculty: 6.25% Papers to be published: 12	January-June 2023 - Full-time faculty: 35% - Adjunct faculty: 25% July-December 2023 - Full-time faculty: 35% - Adjunct faculty: 25%

	January-June 2019 - Full-time faculty: - Adjunct faculty: July-December 2019 - Full-time faculty: - Adjunct faculty:	January-June 2020 - Full-time faculty: - Adjunct faculty: July-December 2020 - Full-time faculty: - Adjunct faculty:	January-June 2021 - Full-time faculty: - Adjunct faculty: July-December 2021 - Full-time faculty: - Adjunct faculty:	JD2022 - BA Faculty: 43.18% - Adjunct Faculty: 4.55% - Papers to be published: January-June 2022 - Full-time faculty: - Adjunct faculty: July-December 2022 - Full-time faculty: - Adjunct faculty:	
3. Average peer evaluation scores on a scale of 1-7.	5.54	6.11	5.77	5.84	5.9
4. Number of student research papers submitted to internal or external conferences or journals	3: CFA Research Challenge: 2 teams SECC Research Challenge: 1 teams	2: Research presentation in international virtual research symposium (6 students)	1. Research presentation in International Virtual Research Symposium 2021 (4 students) 2. Short Case Studies presented to Harvard Business School MOC Asian Chapter Conference (2 July 2021): 2	3: International Research Symposium 1: CFA Challenge	JJ2023 2 student research papers: First Research Series JD2023 2 student research papers: Second Research Series 3: International Research Symposium
5. Average number of article citations (citations by other researchers) and views per published research paper.	NA	NA	Citation: 3 View: 20	In process	Citation: 3 View: 25

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	12	10	22	In process	30
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	Achieved	To achieve

3. Number of public conferences presenting student and faculty research hosted by CamEd.	1: Research presentations were held in the afternoon of the Careers in Accounting Conference	1 Research Symposium	Harvard Business School MOC Network Asian chapter Conference (01-02 July 2021) 2: International Virtual Research Symposium 2021 and Research Presentation with CSSA	Completed JJ2022: 1 CamEd Lecturers and Students Research Presentation (May 6, 2022) JD2022: 1 TCI/MOC Asian Chapter Summer Conference 2022 (Jul 1, 2022)	4
--	--	----------------------	--	---	---

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Conduct a research committee election.	Election was held at the lecturer meeting on January 13, 2019.	No election was held.	No election was held	Completed Election took place in April 2022 and new Research Committee appointed	No election foreseen
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	5.74	5.96	6.18	In process	6.0+

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.71	6.11	6.19	6.15	6+
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.85:1 (40/14)	2.33:1 (28/12)	2.33:1 (35/15)	1.5:1 JJ22: 2.32 (44/19) JD22: 2.65 (45/17)	2:1
3. Course specifications are reviewed by lecturers with support from LSC prior to commencement of each term to ensure they are up to date and aligned with the program specification and relevant standards.	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	JJ22: Achieved JD22: Achieved	To achieve
2. Ensure lessons, assessment and materials conform to the course specification.	Achieved	Achieved	Achieved	JJ22: Achieved JD22: Achieved	To achieve

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Date of conducting faculty evaluation for 100% of courses.	JJ2019 (achieved) Evaluation 1: Feb Evaluation 2: May JD2018 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2020 (achieved) Evaluation 1: Feb Midterm evaluation: Apr (due to the drastic transition from physical to online class) Evaluation 2: May JD2020 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2021 (achieved) Evaluation 1: Feb Evaluation 2: Apr JD2021 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2022 (achieved) Evaluation 1: Mar Evaluation 2: May JD2022 (achieved) Evaluation 1: Aug Evaluation 2: Oct However, the evaluation of the first-year courses was delayed due to the delay in starting the classes.	JJ2023 Evaluation 1: Mar Evaluation 2: May JD2023 Evaluation 1: Aug Evaluation 2: Oct

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2019 (achieved) Draft midterm: Feb Midterm: Mar Draft final: May Final: June JD2019 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2020 (achieved) Draft midterm: Feb Midterm: Mar Draft final: May Final: June JD2020 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2021 (achieved) Draft midterm: Mar Midterm: April Draft final: May Final: June JD2021 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec	JJ2022 (achieved) Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2022 (achieved) Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec However, the exams of the first-year courses were delayed due to the delay in starting the classes.	JJ2023 Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2023 Draft midterm: Aug Midterm: Sep Draft final: Nov Final: Dec
2. Exam integrity as determined by an appraisal score on a scale of 1 - 7 appraised by students.	JJ2019 midterm: 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 JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JJ2020 midterm: FY only: 6.21 BA (excluding FY): 6.36 JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25 JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20	JJ2021 midterm: FY only: 6.21 BA (excluding FY): 6.32 JJ2021 final exam: FY only: 5.82 BA (excluding FY): 5.81 JD2021 midterm exam: FY only: 6.28 BA (excluding FY): 6.10 JD2021 final exam: FY only: 6.26 BA (excluding FY): 6.27	JJ2022 midterm: FY only: 6.05 BA (excluding FY): 6.17 JJ2022 final exam: FY only: 5.96 BA (excluding FY): 6.00 JD2022 midterm exam: FY only: 6.37 BA (excluding FY): 6.51 JD2022 final exam: FY only: 6.23 BA (excluding FY): 5.93	JJ2023 midterm: FY only: 6+ BA (excluding FY): 6+ JJ2023 final exam: FY only: 6+ BA (excluding FY): 6+ JD2023 midterm exam: FY only: 6+ BA (excluding FY): 6+ JD2023 final exam: FY only: 6+ BA (excluding FY): 6+
3. Feedback results for exams are given to the students in a timely manner.	JJ2019 midterm: Apr JJ2019 final: Jul (achieved) JD2019 midterm: Oct JD2019 final: Jan 2020 (achieved)	JJ2020 midterm: Apr JJ2020 final: Jul (achieved) JD2020 midterm: Oct JD2020 final: Jan 2021 (achieved)	JJ2021 midterm: Apr JJ2021 final: Jul (achieved) JD2021 midterm: Oct JD2021 final: Jan 2022 (achieved)	JJ2022 midterm: Apr and May for FY only JJ2022 final: July (achieved) JD2022 midterm: Oct JD2021 final: Jan 2023 (achieved)	JJ2023 midterm: Apr for years 2 - 4 June for FY only JJ2023 final: July JD2023 midterm: Oct for Years 2 - 4 Dec for FY only JD2023 Final: Jan

				However, the results of the first-year classes were delayed due to the delay in starting the classes too	
--	--	--	--	--	--

OBJECTIVE #5

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Give cheating students a warning letter for a first offense notice for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve
2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	Achieved: Academic Misconduct Report	To achieve

OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 16.25 JD2020: 15.67	JJ2021: 13.07 JD2021: 12.13	JJ2022: 10.06 JD2022: 9.53	JJ2023: 8 JD2023: 8
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.	6.34	6.42	6.59	6.73	6+
3. Average team cooperation score on a scale of 1 - 7 for team spirit measured by the question "Do you like your LSC team?"	6.81	6.58	6.67	6.94 However, the question asked was a little adjusted to "I enjoyed working in LSC."	6.5+
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.64	6.40	6.49	6.72	6+
5. Percent of LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Sonon: CTax & F9 (passed), F5 (passed) - Nika: FA1 & FAU(passed), FFM (passed) - Chanthea: FAU (passed) , FFM (passed)	- Sokunneath: FA1-2 & FFA, MA1-2(Passed) - Nika: FA2 & FFA, F1 (Passed) - Chanthea: FA1-2, F2-3,MA1-2, CTax (Passed)	- Neath: Completed CAT - Nika: Completed CAT - Reaksmey: passed CTX, IFRS for SMEs, CIFRS for SMEs	- 5% of staff passed CBL - 11% of staff passed CTX - 5% of staff passed FBT	- 40% (7/17) pursuing ACCA/CAT

	- Bunna: F2/FMA (No exam) - Sokunneath: FA1 (passed)				
6. Percent of LSC staff will study English at ACE, with a pass result.	- Lyhong: ACE (completed Level 12) - Chanthea: ACE (graduated) - Nika: GEP, L11B - Bora: GEP, L9A	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19	- ACE training was not available	ACE scholarship is not available	10% taking English class at ACE (if additional fund is approved)
7. Percent of LSC staff will enroll in a master program/PhD related to education management	- Yem Bunthorn: master of education at RUPP - Chan Somaniza: master of education at RUPP - An Sita: master of education RUPP or TESOL at PUC	- Yem Bunthorn MEd at RUPP (terms 3 - 4) - Chan Somaniza MEd at RUPP (Terms 3 - 4) - An Sita Master at IFL, RUPP (Term 1) - Lyhong: MIB at NUM	- Bunthorn & Niza: Completed MEd at RUPP - An Sita: Pursuing MA at IFL - Phalin : Pursuing MEd at RUPP - Lyhong: Pursuing MIB at NUM	- 21% staff pursued a master's degree - 5% of staff pursued a bachelor's degree.	- 35% (6/17) pursuing master - 5% (1/17) pursuing PhD
8. Percent of LSC staff attending relevant external training to enhance delivery of higher education services.	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16 - 17 January 2020 in Singapore None went to ACC & Ministry training	An Sita: completed Online OBE training with AUN Bora and Chhaly moved admissions department	- 11% of staff attended AUN-QA online training - 5% of staff attended AUN-QA physical training in Bangkok	10% (2 staff) pursuing short courses

LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

LRD 1. Provide adequate resources, both physical and electronic, to support teaching, learning, and research activities.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Qualitative feedback on physical & online library resource survey for students	NA	REPORT LINK	REPORT LINK	REPORT LINK	REPORT LINK
2. Qualitative feedback on online library websites and Functionality of the support services for students and academic staff	NA	REPORT LINK	NA	NA	To achieve

OBJECTIVE #2

LRD 2. Ensure an environment conducive to reading, discussion and research.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Library facility, space and reading environment survey to students	NA	NA	NA	NA	6.0+

OBJECTIVE #3

LRD 3. Provide effective and efficient services to employees and students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Evaluations scores on a scale of 1-7	Students: 5.67 Academic Staff: 6.26	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Support Staff: 6.00 Faculty: 6.64 Students: 6.69	Students: 6.0+ Academic: 6.0+ Staff: 5.8+	6.0+
2. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App & CamEd Ebooks.	NA	NA	- Achieve posted in CamEd Google Drive and Hosted in CamEd Business Library E-book website.	Achieved 2022-2023 Version	To Achieve
3. Apply AI Technology in the library service	NA	This was adopted on FAQ handout, we plan to make a short video and convert it into AR video for students to scan to experience lively instructional FAQs and Answers.	- Achieve 4 video produced (2 with Blippar app and another 2 with :ARientation app)	Achieved	To Achieve

4. Develop and Coordinate Open Access on students research hosting in the library website and CamLibFAST	NA	Achieved - OER (fb post & Oreintation presentation) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	Achieved - OER (fb post, Oreintation presentation, and CamEd Business Library YouTube Channel Playlist) - FAQs (CamEd website in FAQs features) - Research Guides (library blog) - CamEd Research Journal (Library website)	Achieved	To achieve
5. Building Statistic Report on Overall Service & Resource Usage	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #4

LRD 4. Enhance academic staff engagement in the library services.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of applicable academic staffs registering accounts in using library Databases	1 New	1 New	1 New	1 New	1 New
2. Number of referral support on searching available literature review on JAFESS Process	3 New	3 New	3 New	3 New	3 New
3. Number of referral support on finding teaching materials and researching resources including textbook, reference book and other relevant assignment or research materials for academic staffs	5	5	5	5	5
4. Number of referral and collaborate research supports within the institution or strategic partners	1	1	1	1	1
5. Number of sharing session on library information or resources to academic staffs	1	1	1	1	1

OBJECTIVE #5

LRD 5. Enhance student engagement in the library services.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Creating library resource's introducing: updating content events in library website, blog, youtube channel, facebook, telegram.	10+ Posters created	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by Oct 2020	Achieved 36*2 digital content created posted in CamEd Reading Club & CamEd Business Library Facebook Page	Achieved	To achieve
2. Provide on demand advising on research skills & information literacy for example helping with assignment materials, literature search consultation..etc..	Achieved	Achieved	Achieved	Achieved	To achieve
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	1	1	1	1	1
4. Number of library's events	3	Events was cancel as COVID-19 Outbreak	Achieved As of 25 June, 2021, the library conducted 6 events.	5+	5+
5. Number of book ambassadors	5 ambassadors Team working on media including promotional videos and facebook post	Achieved	Achieved 10 book ambassadors	5+ ambassadors	5+
6. Videos for library marketing	10+ video achieved	10+ video achieved	Achieved 25 video produced as of 25 June, 2021	10+ videos	10+

OBJECTIVE #6

LRD 6. Strengthen library staff capacity through quality development programs.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Numbers of sharing session to public	1	Achieved	2	1	1+
2. Numbers of internal training shared by Librarians	5	5	5	5	5+

3. Number of library memberships	2	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	2	2	2+
4. Number of case study sessions	4	50% completed - ISO training sharing - Library Book Meeting Catch Up	4	4	4+
5. Number of books read and reviewed by each librarian.	10	Achieved Ref. Part B. Library Blog Post	Achieved 10	10+	10+
6. Collaborate with lecturers on research/ journal articles published.	1	To achieved - Research Title: "Right to Access to Digital Resources and Services on the Use of Technology: An Interpretation of the Academic Libraries in Cambodia"	Achieved 1	1	1+
7. Referral support and training from international library staffs	1	1	1	1	1+
8. Number of local and international training, online courses, webinars, conferences and workshops.	1 webinar 10 local training/ workshops/ events No online learning course	Achieved 1 ISO Training: 9 online webinars:	To be achieved	10+	10+
9. Number of staff study Master/CAT/ACCA/ Diploma.	Socheat & Roseka: FA1 Roseka : Finished MBA	NA	NA	1	1

OBJECTIVE #7

LED 7. Develop partnerships with local and international libraries to provide users with wide accessibility to other resources.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of MOUs	4	4	4	5	To achieve

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved	Achieved	Achieved	Achieved	March 2023
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved	Achieved	Achieved	Achieved	March 2023
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	5.81	5.97	6.17	In Progress	6.0+
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies.	100%	100%	100%	100%	100%

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Conduct the orientation.	1 time	1 time	2 times	3 times	3 times

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide friendly, efficient and effective services to customers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Average student evaluation on a scale of 1-7	5.81	5.97	6.17	6.21	6.0+

OBJECTIVE #2

Regularly increase the number of new students for degree programs.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Due to Covid-19, we conduct High School online presentation: Phnom Penh: 47 Province: 34 Attendees: • PP: 7974 • PV: 5396	Phnom Penh: 57 Province: 50 Attendees: • PP: 4,128 • PV: 5,479	Phnom Penh: 65 Province: 54
2. Number of BA+CAT applications	• Jan - Jun: 293 • Jul - Dec: 1248 Total: 1541	• Jan - Jun: 434 • Jul - Dec: 1628 (In progress) Total: 2062 (by Mar 16, 2021)	• Jan - Jun: 244 • Jul - Dec: 1505 Total: 1749	• Jan - Jun: 143 • Jul-Dec: 1,553 Total: 1696	1600+
3. Number of MSc + ACCA applications	NA	NA	NA	JD2022: 249 JJ2023: 131	JD2023: 200+ JJ2024: 200+
4. Number of new student deposits for the BA + CAT program	• 100% Scholarship: 7 • Paid Student: 574 Total: 581	• 100% Scholarship: 8 • Paid Student: 747 Total: 755 (by Mar 16, 2021; In progress)	• 100% Scholarship: 10 • Paid Student: 611 Total: 621	• 100% Scholarship: 4 • Paid Student: 629 Total: 633	630+
5. Number of new students deposits for the MSc + ACCA program	NA	NA	NA	• JD2022: 209 • JJ2023: 107	• Jul - Dec: 100+ • Jan - Jun: 110+
6. Number of new students deposits for the BA + CAT program who are foreign students	NA	NA	N/A	• 4 International Students	• 5+
7. Number of new students deposits for the MSc + ACCA program who are foreign students	NA	NA	NA	• JD2022: 3 • JJ2023: 2	• Jul - Dec: 2 • Jan - Jun: 2

8. Promote the BA + CAT and MSc program to existing students.	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class presentation: N/A	• Brochure Distributed: Suspended due to Covid-19 • Email: 73,823 • SMS: 116.755 • In class Presentation: 25 • Internal Banner Display 4 times	• Brochure Distributed: Suspended due to Covid-19 • Email: 340,866 • SMS: 70,974 • In class Presented: 82	• Brochure Distributed: Cancel • SMS: 92575 • Email: 14,000 x 4 • In Class Presentation: 62	• SMS: 5+ times • Email: 5+ times • In Class Presentation: 60 • Internal Banner Display: 4 times
---	--	--	--	--	---

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Branding image through channel marketing such as digital communication, mass media, and social media networks	• Digital Marketing: - Facebook Page: 378 posts - Youtube: 21 videos - Media websites (PR Article): 16 posts (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 - Commercial video advertising in Fresh News: 3 months (20 times per day)	• Digital Marketing: - Facebook Page: 282 posts ***Special remarks: Get authorized on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. • Youtube: 36 videos • Media websites (PR Article): 21 posts • Instagram: 282 posts • Linked in: 100 • Newspapers: 17 times (Cancel all Contract due to Covid-19) • Google display network: 1 month • PPP online newsletter (KH+Eng): 6 months • PPP Website & Mobile: 6 months	• Digital Marketing: - Facebook Page: 392 posts - Youtube: 30 - Media websites (PR Article): 29 posts - Instagram: 392 posts - Linked in: 269 posts - Telegram: 271 posts - Google display network: 1 month - PPP online newsletter (KH+Eng): 11 months - PPP Website & Mobile: 11 months - Fresh News E-marketing on Website and Mobile: 11 months - Business Cambodia Website: 11 months - Business Cambodia Facebook: 11 months	• Digital Marketing: - Facebook: 414 - Youtube: 10 - Telegram Channel: 365 - LinkedIn: 350 - PR Article: 16 - Instagram: 365 - Insert brochures in Newspaper: Cancel - Google Display Network: 12 months - Display on News Website: 4 sizes/12 months • Special Report/ Supplement: 2 (cancel some special supplement due to reduce the budget) • Telemarketing - SMS: 92,575 - Email: 15,000 x 10 • Cambodia Jobs: Cancel • CJCC Display: 12 months	• Digital Marketing: - Facebook: 365 - Youtube: 12 - Telegram Channel: 365 - LinkedIn: 200 - PR Article: 16 - Instagram: 365 - Google Display Network: 12 months - Display Ad on KSP, PPP, and BSC: 3*12 months - Display Ad on Fresh News: 8 months • Special Report/ Supplement: - PPP: 8 times - Khmer Times: 3 times • CJCC Display: 12 • Telemarketing on SMS, Email and Call

	- 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 - Call Sale: 20,574 - Cambodian Job: (88K email addresses) 5 times	- Fresh News E-marketing on Website and Mobile: 8 months - Business Cambodia Website and Facebook: 6 months - KSP Website: 8 months - Inserted brochure in Newspaper: 4 times • Special Report / Supplement: 8 issues • Telemarketing: (Dec 2, 20) - Email: 73,823 - SMS: 116,755 • Cambodia Jobs: 8 times • CJCC Display: Suspend due to Covid-19	- KSP Website: 9 months - Khmer Time Website: 3 months - Sabay News: 1 months - Telegram “ឯកសារមន្ត្រីសាធារណៈ”: 27 posts - Insert Brochure in Newspapers : 3 times • Special Report/ Supplement: 1 issues • Cambodia Jobs: Suspend • CJCC Display: Suspend • Telemarketing: - SMS: 70,974 - Email: 340,866		
1. Sufficient budget expenditure on advertising	\$306,434	\$458,773	\$393,095	\$498,162	\$592,332

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of awareness and networking events organized and joined.	• CamEd Event: 11 • Networking Events: 14	• CamEd Event: 22 • Networking Events: Suspended due to Covid-19	• CamEd event: 24 • Networking events: Suspended due to Covid-19	• CamEd event: 13 • Networking events: 2	• CamEd Event: 29 • Networking Events: 9
2. Number of letters, emails, meetings, and times that brochures are distributed.	• Promotion Letter: 9,249 • Presentation at Chey Thavy and Sisowath: 3	• Promotion Letter: 3,121 • Presentation at Chey Thavy and Sisowath: Suspended due to Covid-19	• Promotion Letter: 4,123 x 2 times • Presentation at Chey Thavy and Sisowath: Suspended due to Covid-19	• Promotion Letter: 5,500 x 2 times • Presentation at Chey Thavy: 2 times x 2 days	• Promotion Letters : 5,000+ x 2 times (May and October) • Presentation at Chey Thavy: 3 times x 2 days

	- 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	- Met HS directors and get HS Data: - Phnom Penh: 31 - Province: 14 - Suspended due to Covid-19 - Sharing Session: 1 - BacII Preparation Course: 20 - Promoting program during Bac II exam and result: Insert in some newspapers: 5 times	- Met HS directors and get HS Data: (Suspend due to covid-19) - Phnom Penh: 16 - Province: 17 - Sharing Session: 6 - BacII Preparation Course: 16 - Promoting program during Bac II exam and result: 3 times	- Presentation at Sisowath Tutorial School: 1 time x 2 days - Presentation at Sereypheap Tutorial School: 1 time x 2 days - Meet HS directors and get HS Data: - Phnom Penh: 45 - Province: 35 - Sharing session: 7 - Bac II Exam Preparation Course: 7 - Promoting BA program during Bac II exam and result: 3 times	- Presentation at Sisowath Tutorial School: 2 times x 2 days - Presentation at Sereypheap Tutorial School: 1 time x 2 days - Presentation at Tuol Tompong Tutorial School: 1 time x 2 days - Meet HS directors and get HS Data: - Phnom Penh: 65 - Province: 54 - Sharing session: 6 - Bac II Exam Preparation Course: 13 - Promoting BA program during Bac II exam and result: 2 times
--	--	---	---	--	---

OBJECTIVE #5

Encourage and increase the productivity of representatives.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Regular team meetings to review sales performance, provide guidance and motivation.	40+ weekly meetings	21 meetings	20 meeting	21 meetings	24+ weekly meetings
2. Number of projects successfully completed by deadlines.	NA	NA	NA	NA	• Project: 28

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of staff trained and training programs.	English Language - Ms. Phoeun Sreynoch, ACE Level 9B. - Mr. Noun Piseth- ACE Level 9B, 10 and 11A - Ms. Sao Sokong, ACE Level 9A	English Language - Mr. Noun Piseth- ACE Level 11B CamEd Training - Ms. Samoeun Maryna - MA2 & CTax - Ms. Van Pichata - F1 & CTax	English Language - Mr. Hou Naroth - Business English Program at Cam-Asian	English Languages - Cancel due to the new policy that staff cannot enroll class at ACE	English Languages - Mr. Reth Kimty - Guaranteed General English Program (GGEP) at Edniche

	• CamEd Training - Ms. Samoeun Maryna - FA2 - Ms. Eang Rithychanras - Internal Auditor by ISO • Higher Education - Ms. Phoeun Sreynoch-Master (Year 2, semester 1) - Mr. Nuon Piseth-Master (Term 3) - Ms. Van Pichata-Master (Term 1) - Mr. Hou Naroth-Bachelor at PUC (Year 1) - Ms. Sao Sokong-Master (Year 1, Semester 1) • International Training - 3 staff (Noch, Piseth and Maryna) joined Integrated Digital Marketing Strategies in Singapore from March 25-26 - Ms. Sam Sokuntheary joined Asian Accounting Education Workgroup in Malaysia from July 26-27 - Ms. Sam Sokuntheary joined EduTech 2019 Conference in Singapore on November 4-7 - Ms. Sam Sokuntheary joined "3rd AUN - QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework" in Thailand on October 15 - 18	• Specialist Local and International Training - Graphic Design: Ms. Sam Sokuntheary, Phoeun Sreynoch, Samoeun Maryna and Reth Kimty • Higher Education - Ms. Phoeun Sreynoch-Master (Year2, Semester 2 and Master Graduated) - Mr. Nuon Piseth-Master (Term 3, 4&5) - Ms. Eang Rithychanras-Master (Year 1 - semester 1) • Local Conferences/ Training - Ms. Sam Sokuntheary Joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 - Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined training Program on Research Methods for Beginners on August 24 - Sep 2, 2020 - Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined the training Program on Questionnaire Design on Oct 21 - 23, 2020	• Higher Education - Ms. Eang Rithychanras - Master (Year1, Semester 1 & 2 and Year 2, Semester 1) - Ms. Van Pichata - Master (Year1, Semester 1 & 2) - Mr. Nuon Piseth - Master (Master degree - Completed) - Ms. Samoeun Maryna, Mr. Reth Kimty and Mr. Nop Manith - Master (Year 1, Semester 1)	• CamEd Training - Mr. Nuon Piseth - MA1 & FA1 • Higher Education - Ms. Eang Rithychanras (successfully finished) - Ms. Van Pichata - Master (Year2, Semester 2) - Mr. Reth Kimty - Master of Marketing at NUM (Year 1, semester 1 & 2) - Ms. Samoeun Maryna and Mr. Nop Nanith - Master of Business Administration at NUM (Year 1, Semester 1 & 2) • International Training: - Ms. Eang Rithychanras- joined AUN -QA Tier 1 Training at Thailand	- Mr. Reach Saysobora & Mr. Hann Chhaly-General English program at ACE - Ms. Sam Sokuntheary, Mr. Nuon Piseth & Mr. Nop Manith-Diploma Course at ACE • Higher Education - Ms. Samoeun Maryna, Mr. Reth Kimty & Mr. Nop Manith -Master at NUM - Ms. Van Pichata-Master at Norton - Mr. Hann Chhaly and Mr. Sun Saophanrat ha - Diploma in Computer Graphics and Design • CamEd Training - Ms. Phoeun Sreynoch - Diploma in Cambodia Business Law - Ms. Van Pichata-Diploma in Cambodia Tax - Mr. Reach Saysobora - Adobe premiere pro, Adobe After effects at IT Step Academy & Online Class Training
--	---	---	--	--	---

	• ACC - Ms. Sam Sokuntheary joined training workshop in Siem Reap on “Guidelines and Rubrics for National Standards of Accreditation” from June 20-23 • EuroCham Breakfast Talk - Ms. Sam Sokuntheary joined Breakfast Talk on “Digital & E-Commerce Trends in Cambodia” on July 30 • EuroCham Training - Ms. Pichata and Ms. Chanras joined “Sale & Management Training” on May 10, 2019. • 6th InterChamber Networking Event - Mrs. Theary, Ms. Chanras, and Ms. Pichata joined on Sep 6, 19	• Virtual International Training/ Workshop/ Conference: - Ms. Sam Sokuntheary Joined Digital Marketing Training by Digital Marketing Institute (July - November 2020) - Ms. Sam Sokuntheary Joined ACBSP 2020 Virtual Conference on June 22-24, 2020 - Ms. Sam Sokuntheary Joined Meaningful work for the digital professional: Roadmap beyond the pandemic (CPD Units 1) on July 16, 2020 - Ms. Sam Sokuntheary Joined EduTech Asia Webinar “Using Technology to deliver lessons during the Covid-19 pandemic” on April 9, 2020. - Ms. Sam Sokuntheary Joined LinkedIn Marketing Lab “Getting Start with LinkedIn” on April 16, 2020. - Ms. Sam Sokuntheary Joined EduTech Asia “AI and Big Data” on April 23, 2020			- “Graphic Design and Design and Illustrator” at Udemy - Mr. Hann Chhaly and Mr. Sun Saopphanra tha - Online Class Training “Graphic Design and Illustrator” at Udemy - Ms. Phoeun Sreynoch - Digital Marketing at IT Step Academy - Ms. Van Pichata and Ms. Pheng Sopheakra - Adobe Photoshop Intensive Course at IT Step Academy - Ms. Sam Sokuntheary International Conference on Learning and Administration in Higher Education (ICLAHE) by Science Leagues on March 8 & 9, 2023. - Ms. Sam Sokuntheary & 3 - Admissions members – International Conference on Social Marketing and Business Development in Singapore on May 4 & 5, 2023
--	---	---	--	--	---

ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Average non-BA student evaluation on a scale of 1-7	5.81	5.97	6.17	6.21	6.0+

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2019: 17 ACCA 5 CAT 6 C.Tax 1 CBL JJ2020: 40 ACCA 14 CTax 2 CBL	JD2020: 24 ACCA 8 CAT 3 C.Tax 2 CBL JJ2021 43 ACCA 8 CAT 21 C.Tax 1 CBL	JD2021: 56 ACCA 14 CAT 19 C.Tax 6 IFRS 2 CFRS JJ2022: 25 ACCA 3 CAT 13 C.Tax 1 CBL 16 IFRS	JD2022: 53 ACCA 2 CAT 30 C.Tax 3 CBL 26 IFRS - N/A CFRS JJ2023 18 ACCA 4 CAT 13 C.Tax 8 CBL 29 IFRS	JD2023: 55 ACCA 5 CAT 35 C.Tax 5 CBL 30 IFRS JJ2024 30 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS 5 CFRS
2. The total number of new ACCA students.	JD2019: 120 JJ2020: 133	JD2020: 86 JJ2021: 95	JD2021: 103 JJ2022: 83	JD2022: 108 JJ2023: 45	JD2023: 85+ JJ2024: 85+
3. Increase number of new CAT students.	JD2019: 47 JJ2020: 63	JD2020: 30 JJ2021: 31	JD2021: 43 JJ2022: 60	JD2022: 29 JJ2023: 52	JD2023: 35+ JJ2024: 40+
4. Increase number of new C.Tax students.	JD2019: 110 JJ2020: 83	JD2020: 63 JJ2021: 86	JD2021: 64 JJ2022: 67	JD2022: 109 JJ2023: 77	JD2022: 70+ JJ2024: 75+
5. Increase number of new CBL students.	JD2019: 26 JJ2020: 33	JD2020: 8 JJ2021: 11	JD2021: 14 JJ2022: 13	JD2022: 25 JJ2023: 33	JD2023: 25+ JJ2024: 20+
6. Increase the number of new IFRS for SMEs students.	N/A	N/A	JD2021: 79 JJ2022: 84	JD2022: 100 JJ2023: 60	JD2023: 70+ JJ2024: 45+

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Regularly build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	● Digital Marketing: ○ Facebook: 378 ○ Youtube: 21 ○ PR Article: 16 ○ Instagram: 378 ○ Newspapers: 175 ○ 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	● Digital Marketing: ○ Facebook Page: 282 posts ***Special remarks: Get authorised on CamEd Business School Facebook Page and Increase number of likes on CamEd Linked in. ○ Youtube: 36 videos ○ Media websites (PR Article): 21 posts ○ Instagram: 282 posts ○ Linked in: 100 ○ Newspapers: 17 times (Cancel all Contract due to Covid-19) ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 6 months ○ PPP Website & Mobile: 6 months ○ Fresh News E-marketing on Website and Mobile: 8 months ○ Business Cambodia Website and Facebook: 6 months	● Digital Marketing: ○ Facebook Page: 392 posts ○ Youtube: 30 ○ Media websites (PR Article): 29 posts ○ Instagram: 392 posts ○ LinkedIn: 269 posts ○ Telegram: 271 posts ○ Google display network: 1 month ○ PPP online newsletter (KH+Eng): 11 months ○ PPP Website & Mobile: 11 months ○ Fresh News E-marketing on Website and Mobile: 11 months ○ Business Cambodia Website: 11 months ○ Business Cambodia Facebook: 11 months ○ KSP Website: 9 months ○ Khmer Time Website: 3 months ○ Sabay News: 1 months ○ Telegram “ឯកសារប្រតិបត្តិការ”: 27 posts	● Digital Marketing: ○ Facebook: 414 ○ Youtube: 10 ○ Telegram Channel: 365 ○ LinkedIn: 350 ○ PR Article: 16 ○ Instagram: 365 ○ Insert brochures in Newspaper: Cancel ○ Google Display Network: 12 months ○ Display on News Website: 4 sizes/12 months ● Special Report /Supplement: 2 (cancel some special supplement due to the budget deduction) ● Telemarketing: ○ SMS: 92,575 ○ Email: 15,000 x 10 ○ Cambodia Jobs: Cancel ○ CICC Display: 12 months	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 12 ○ Telegram Channel: 365 ○ LinkedIn: 200 ○ PR Article: 16 ○ Instagram: 365 ○ Google Display Network: 12 months ○ Display Ad on KSP, PPP, and BSC: 3*12 months ○ Display Ad on Fresh News: 8 months ● Special Report /Supplement: ○ PPP: 8 times ○ Khmer Times: 3 times ● CICC Display: 12 ● Telemarketing on SMS, Email and Call

	● Telemarketing: ○ SMS: 103,223 recipients ○ Email: 118,016 ○ Call Sale: 20,574 ○ Cambodian Job: (88K email addresses) 5 times	○ KSP Website: 8 months ○ Inserted brochure in Newspaper: 4 times ● Special Report / Supplement: 8 issues ● Telemarketing: (Dec 2, 20) ○ Email: 73,823 ○ SMS: 116,755 ● Cambodia Jobs: 8 times ● CJCC Display: Suspend due to Covid-19	○ Insert Brochure in Newspapers : 3 times ● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CJCC Display: Suspend ● Telemarketing: ○ SMS: 70,974 ○ Email: 340,866		
4. Sufficient budget expenditure on advertising	\$458,773	\$393,095	533,542	\$498,162	\$592,332

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of networking and traditional marketing events to build CamEd's brand awareness and branding image through B2B efforts.	• CamEd event: 11 • Networking events: 14	• CamEd event: 22 • Networking events: Suspended due to Covid-19	• CamEd event: 24 • Networking events: Suspended due to Covid-19	• CamEd Event: 13 • Networking Events: Suspended due to Covid-19	• CamEd Event: 29 • Networking Events: 9
2. Number of visits to companies and promotional letters sent to build CamEd's brand and maintain relationships with new and existing employers	• New companies: 12 • Existing clients: 18 • Promotion Letters : 9,249	• New companies: Suspended due to Covid-19 • Existing clients: In progress (Communication via email and Call) • Promotion Letters: 3,121 (In process)	• New companies: Suspended due to Covid-19 • Existing clients: In progress (Communication via email and Call) • Letters: 4,123 x 2 times	• New companies: 15 • Existing clients: 20 • Promotion Letters : 5500 x 2 times	• New companies: 5 • Existing clients: 25 • Promotion Letters : 5,000+ x 2 times (May and October)

OBJECTIVE #5

Encourage and increase the productivity of representatives.

OBJECTIVE #6

Strengthen the quality of the staff of the Admissions department.

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

ACCA AND MoEYS COORDINATION

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. The process to conduct the Ministry observing the official entrance exam.	The exam was successfully conducted on 29 Nov, 2019	It is delayed to 2021 due to the postponed exam of BAC II	The official entrance exam for JJ21 students is conducted on March 20-21. The official entrance exam for JJ22 students is delayed due to the late BAC II exam and results.	The official entrance exam of the new BA students for JJ2022 is conducted on 25 March 2022. Letter to MoEYS	- The official entrance exam of the new BA students for JJ2023 is conducted in February 2023.
2. The percent of confirmed new BA students whose BAC II certificates are verified by the General Education Department.	704/704 = 100%	100% (538 BAC II certificates are confirmed by MoE)	This process is delayed due to the restricted work of the relevant department of MoEYS.	100% confirmed by MoEYS Letter to MoEYS	100%
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	Number of students took the exit exam: 326 Number of students passed: 313 Exit exam on: Dec 27, 2019	MoEYS approved on issuing the certificate of BA program for 313 students (100%)	MoEYS approved on issuing the certificate of BA program for 364 (2020: 100%). Official Exit Exam for 2021 is conducted on 29 Dec, 2021.	MoEYS approved the issuing of the certificate of BA program for 355 students who already passed the official exit exam on 29 December, 2021. Graduate List	100%
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	496/496 = 100%	100% (723 accounts) Updated on Dec 15	554 CAT/ACCA accounts were successfully registered	672 students are registered for ACCA/CAT accounts Account Registration List	100%
5. Percent of students successfully processed for CBL and CTAX papers.	55 students (paid student)	CBL: 23 students CTax: 20 students (Jan - Dec 15)	CBL: 18 students (Paid student: 13, Only processing: 5) CTax: 28 students (Paid student: 24, Only processing: 4)	- CBL: 14 students - CTax/FTX: 26 students Exemption Claim	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	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Percent of CHEA meetings attended.	Percent of CHEA meetings attended.	Percent of CHEA meetings attended.	Percent of CHEA meetings attended.	Percent of CHEA meetings attended.	Percent of CHEA meetings attended.
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?"	5.5	6.0	6.30	6.37 (Average PA 2022)	6.0+

OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Study Master Degree at RUPP	Completed 2 terms	Completed 2 terms	Graduated	N.A	N.A
2. Percent of MoEYS Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	6 workshops	1 Sharing workshop at ACC 1 workshop in Kampot	01 (by ACC)	1 (Attended by Dr. Prum Virak) Invitation Letter	2 workshops/ training
3. Number of international training/workshops/Conference attended.	No	No	00	1 Training at EDI	2

INTERNATIONAL ENGAGEMENT DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Significantly increase the number of new international students.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Improve the quality of support services to international students	N/A	N/A	N/A	5.86	5.7
Number of successful overseas universities collaborated	N/A	N/A	N/A	Achieved. 6 Universities in Asia which have 2 universities in Malaysia, 1 university in China, Thailand, Korea, and one more university in France.	Asia: 6 EU: 2 MOU: 8
Number of CamEd students studying one full semester abroad	N/A	N/A	N/A	50% achieved. We have 6 exchange students in overseas universities, 1 student in MBway School of Management, Indonesia, Korea and 2 students in Thailand.	10
Number of international students studying one full semester at CamEd	N/A	N/A	N/A	35 international students	25
Number of CamEd students going on international study tours of 14 days	N/A	N/A	N/A	5 students joined the online short course via online of Universitas Brawijaya, Indonesia.	10
Number of collaboration with Intermediaries	N/A	N/A	N/A	- Achieved, two universities have been recommended by the Embassy - Successful negotiation with agents - Achieved	- Embassy: 01 - Agent: 02 - Professors: 05
Number of Sessions on scholarship opportunities and Meetings with Potential partner Universities	N/A	N/A	N/A	24	10+
Number of site visit of representative from overseas universities	N/A	N/A	N/A	We have 3 representative Universities: - Rennes Business School, France - EM Strasbourg Business School, France - PIM Institute, Thailand	4
Number of site visit of a group of students site visit from overseas universities or partners universities	N/A	N/A	N/A	N/A	3
Site visit by Agency	N/A	N/A	N/A	- Site visit by Alzea world in Practice - Site visit from BSB Cambrian Education Group	2
Number of international student studying BA and Msc at CamEd	N/A	N/A	N/A	3 Bachelor students from Ukraine 5 Master students from Ukraine	20

Visit to other countries after signed the agreements or bring students to do the exchange program	N/A	N/A	N/A	Physical sign MoU at PIM Thailand and site visits to Malaysia.	2
---	-----	-----	-----	--	---

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Website page of International Engagement	N/A	N/A	N/A	Website has been created and comes along with an international guide book and exchange program brochure. Website helps us to communicate more effectively with our potential partners and clients.	Up to date of activities of international engagement
Number of meetings with business associations (IBC, Eurocham, Amcham Education committees (first Thursday every month)	N/A	N/A	N/A	11	12
Number of employee taking CamEd Program, with passing scores	N/A	N/A	N/A	N/A	ACCA program
Number of employee to attend short courses	N/A	N/A	N/A	N/A	Join Negotiation training and meeting

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Number of joining research between CamEd Professors and Partner Universities (Transfer to Research Center)	N/A	N/A	N/A	Guest speaker by Dr. Prum Virak for Sunway university and Management Science University as well as joining the research evaluation committee for external evaluation by Dr. Ken Charman and Dr. Prum Virak for Management Science University.	2

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
Number of Ambassadors site visit to CamEd	N/A	N/A	N/A	Site visit Ambassador from UK embassy, US embassy, Australia embassy and EU embassy to CamEd Business School.	3

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	6.37	6.19	6.13	6.17	6+
2. Evaluation of employment quality as perceived by graduates within 1 years	94% bachelor degree graduates ranked their present employment as "good" or "excellent"	62% of bachelor degree graduates rank their present employment as "good" or "excellent"	61.19% graduates evaluate on their employment as "good" or "excellent" 67/373	5.52 and 65% of graduates evaluate on their employment as "good" or "excellent"	65%+ bachelor degree graduates rank their present employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months and six months after graduation.	As of March 18, 2020 BA: 91%	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 91.61%	In progress: 1st Feb: 92.14%	As of March 30, 2024, BA: 85% As of June 30, 2024, BA: 90%
4.1 Number of resume training sessions for Year-3 students	0%	81%	89%	89.91%	4 sessions 80%+
4.2 Percent of 3rd year students who do a mock interview					
5. Number of sharing sessions from CamEd alumni and graduates	2: 1. Big Four Sharing Session 2. Motivational Speech - Jamie Andrew	2: 1. Online big four sharing session 2. C-Tax Sharing session from LY Porchhoun	2: Achieved 1. Big Four Sharing Session 2. Audit Progression by Senior Audit Manager at BDO	Achieved 1. Big Four Sharing Session 2. Be a successful Auditor by Partner of Lochan & Co	2
6. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	1. Prudential (BUE & Team Psycho) 2. AIA (F9) 3. CBL Company (BFI & IFRS) 4. Hyundai (BFI & IFRS) 5. Unilever (BFI & IFRS) 6. CIMB Bank (F9)	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.	1. KPMG recruitment in (F7) 2. KPMG Internship in (FFM 7FAU) 3. Heineken Sharing in (BS) 4. Unilever Future Leadership Program in (F9) and (BS) 5. Career in Auditing by Baker Tilly Partner	1. Baker Tilly (FAU) 2. Deloitte (FAU) 3. CamBrew (BS) 4. Prudential (VI) 5. Grant Thornton (FAU) 6. EY Cambodia (FAU) 7. KPMG Cambodia (FAU) 8. KPMG Recruitment (Team Psycho) 9. KPMG Recruitment (BS)	4

7. Number of students joining President Debate competitions and public speaking.	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	-President Debate Debate: 24 Presentation: 35 External: None	President's Debate and Presentation 1. Debater: 21 2. Presentation: 23	Internal: 1. Debaters: 24 2. Presenters: 30 External: - JCI : Public speaking =4 Debate Team = 2 - Asean Youths Debate: 5 - CamEd Debate: Debaters: 3 Public speaking: 5 - National Debate Debater: 4 Public speaking: 3	- President Debate 2023: 24 - Public Speaking 2023: 15
--	---	--	--	---	---

OBJECTIVE #2

Support employers in recruiting CamEd students or graduates for work.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Employer evaluation on career services department on scale of 1 - 7	71% of employers described CSSA provides good support, Tracer Report 2019	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)	70% of employers described CSSA provides good or excellent support (tracer study)	7.0 (Done internally by IQA)	6+
2. Average percent of big four new hires who are CamEd students	Average: 70% PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%	Average: 70%+ PwC: 90% Deloitte: 73% EY: 81% KPMG: 60%	PwC: 95% Deloitte: 35% EY: 91% KPMG: 63%	Average: 60-70%
3. Number of relevant companies (especially banks) whom CSSA has met (both online & physically) and introduced career services.		Due to Covid, companies do not allow for any physical meeting. *We only could met - 3E-fii - Prince Bank *Introduced through phone & email: 47	1. Phnom Penh Precast Plants 2. Yetak Group 3. Impact Hub PP 4. Lee's Food 5. Dynamic Pharma Co., Ltd. 6. Metropolitan Restaurants 7. Mengly J. Quach Education 8. Insurance Regulator of Cambodia 9. CamAccounting 10. DKSH- Healthcare	Achieved 1. Acclime 2. Hong Leong Bank 3. RHB Bank 4. SBI Royal Securities 5. Chip Mong Group 6. Amret 7. Canadia Bank 8. KUBOTA 9. Pointer 10. TotalEnergies 11. CamBrew 12. Phillip Bank 13. Bollore Logistics 14. 7-Eleven 15. LOLC Cambodia 16. Wing Bank 17. Sathapana 18. Bank of China 19. Deloitte	8

4. Number of workshops conducted by employers	1. Heineken 2. KPMG 3. Unilever 4. Japan Tobacco International 5. Deloitte	1. KPMG 1. Prudential 2. Heineken 3. ABA	1. KPMG 2. AIA Insurance 3. FWD Insurance 4. Heineken 5. EY Cambodia	1. KPMG Cambodia 2. AIA Insurance 3. Phillip Bank 4. FWD Insurance 5. Acclime	4
5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	Not achieved. We couldn't do due to Covid-19	1. Virtual Careers in Accounting, 13 career booths 2. Virtual Banking and Insurance 2021 6 booths	1. Careers in Accounting completed (Booths 15) 2. Banking Forum completed (Booths 13)	2 Annual Forums 8 booths for each forums
6. Graduates' satisfaction with their prospects for promotion and advancement	NA	NA	NA	NA	5.5
7. Graduates' satisfaction with professional skills they learned from CamEd and how well CamEd prepared them for working life	NA	NA	NA	NA	5.5
8. Percentage of graduates who stay for 2 or more years	NA	NA	NA	NA	60%

OBJECTIVE #3

Increase student exposures to real businesses and work environment.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	Not achieved due to Covid 19	Locked down, could not travel	Singapore, 37 students, 6.48	Japan, 25 participants expectation
2. Number of local study tours and number of participants	1. Amru rice 2. Chip Mong Insee 3. OCIC Project 4. 2 Times at Heineken	1. Heineken Factory 2. Vital company	Due to covid, companies did not allow to have a physical visit	1. Khmer Beverage Field visit: 41 2. Kirsur Farm: 25 3. Coca Cola: 40	2

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7.	6.3	6.19	JJ2021: 6.52 JD 2021: 6.2 Average: 6.4	JJ2022: 6.4 JD2022: 6.5	JJ2023: 6 JD2023: 6
2. Retention rate as measured by percent of students continuing to the new academic year.	First year continuation: 93% Second year continuation: 86% Third year continuation: 92%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	First year continuation: 85% Second year continuation: 95% Third year continuation: 96%	First year continuation: 86% Second year continuation: 92% Third year continuation: 98%	Data generated by IT Department

3. Percent of students with failures in the previous term contacted for consulting on academic performance. Produce Advisory Report	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 =72% JD: 129/197 =65%	Emailed: 462/462 = 100% Met Virtually or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%	Emailed: JJ: 306/306= 100% JD: 256/256= 100% -Met in person/virtually or by phone: JJ: 251/306 = 82% JD: 197/256 = 76% -Two reports on advisory annually achieved. HERE	Emailed: JJ: 100/100 = 100% JD: 100/100 = 100% -Met in person/virtually or by phone: 60% -Two or more reports on advisory annually
4. Number of tutors to support underperformance students' academic life	No of Tutor: 31 JJ19: 28 JD19: 3 No of Students: 195 Active: 8 tutors Evaluation: 6.53	No of total Tutor: 25 JJ2020: 28 total /13 new Total Evaluation JJ: 6.48 JD2020: 37 total /11 new No of Student: 266 Active: 10 tutors Total Evaluation JD: 6.54	No of active tutors: JJ2021: 15 JD 2021: 17 No of Students: JJ2021: 764 JD 2021: 610 Evaluation: JJ21: 6.5 JD21: 6.45	No of active tutors: JJ2022: 22 JD2022: 24 No of Students: JJ2022: 1,128 JD 2022: 1,182 Evaluation: JJ22: 6.5 JD22: 6.4	No of active tutors: JJ2022: 10+ JD2022: 10+ No of Students: JJ2023: 100+ JD2023: 100+ Evaluation JJ2023: 6+ JD2023: 6+

OBJECTIVE #5

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Student evaluation of student clubs on a scale of 1-7.	5.84	6.06	6.15	6.14	6+
2. Number of students who are members of clubs	6+	270	362	517	350+
3. Number of activities organized by all student clubs.	15	29	70	78	50+

OBJECTIVE #6

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Student evaluation of sporting activities on a scale of 1-7.	5.29	6.28 (Athletic Championship)	N/A	5.8	6+
2. Number of teams in the Women's Futsal Tournament.	24	N/A	N/A	8	10
3. Number of teams in the Men's Futsal Tournament.	22	N/A	N/A	19	12

4. Number of students in the Athletics Competition.	170	271	N/A	355	200+
5. Number of teams in the Men's Basketball Tournament.	7	N/A	N/A	N/A	8
6. Number of teams in the Women's Basketball Tournament.	16	N/A	N/A	14	8
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	NA No University Cup in 2019	N/A	N/A	34 Gold: 9 Silver: 9 Bronze: 16	N/A No University Games in 2023

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. The number of students using psychological counseling services at least once.	37	46 (Mr. Srun Hour - 28, Daan - 13)	94	76	60+

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Alumni evaluation of CSSA support on a scale of 1-7 in tracer study.	NA	NA	5.6	NA (No tracer study)	5.5+
2. Number of CamEd alumni joining the first generation of alumni association	NA	NA	49	30	40
3. Number of CamEd alumni joining the charity with evaluation	NA	NA	6.5	NA	40pax, 6+
4. The number of alumni joining the gala networking event	NA	NA	Not Archived due to tight schedule and covid situation	57	N/A for this in 2023

OBJECTIVE #9

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. CSSA website accessible for students and employers	In progress with IT team	We already created career management in academic system	CSSA website has been updated with many functions	Already have website and on going with features	Manage CSSA students' CV portal

2. Staffs' training and study development	- Cheata: None - Sopha: Studied F2, F3 and FAU (No exam) - Theory: Pass 1 CAT exams FAU	- Cheata: Continue MBA course (1 term) - Sopha: MBA in Education - Theory: Study ACCA 4 papers - Borey: CAT, FA1	Cheata: - JJ2021: Ctax and Continue Master degree in Management at NUM to be finished in May 2022 Also AUN training Tier 1 Sopha: - Continue studying for a Master Degree in Education at RUPP to finish in December 2021 - Borey: MBA to finish in 2022. - Theory: 2021: Finished FA/ FFA, FMA, FFM Chansy: - Team Building Training - Leadership development short course	- Cheata: AUN Achieved - Theory: AUN training Tier 1 (Achieved) - Sopha: Finished master degree - Chansy: Designing skill and communication training (Achieved) - Borey: Finished master degree	- Educational Innovation (Chansy) JJ&JD23 - Master in MBA (Cheata) JJ&JD23 - Sopha continues ACCA (C-tax in JD23) - Theory starts Master Degree at CamEd
---	---	---	---	---	---

OBJECTIVE #10

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Number of tickets sold for April Khmer Culture day .	530	0	309	350	350
2. Number of students joining the July student annual trip	340	Cancel due to Covid-19	Cancel due to Covid-19	312	300
3. Number of tickets sold for the Student Annual Party	153	N/A	242	In Progress (Happen in December)	230
4. Percent of incoming students that joined December Camping	66%	0	68%	69%	at least 70%
4. Charity activities conducted per year	2 times	1 time	2 times	3 times	2 times

HUMAN RESOURCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

Provide effective, efficient, and quality HR management and services to employees and lecturers.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Engagement score of academic and support staff on a scale of 1-7.	Academic Staff: 6.11 Support Staff: 5.83	Academic Staff: 6.26 Support Staff: 6.18	Academic: 6.47 Support: Staff: 6.39	Academic: 6.66 Support: Staff: 6.38	Academic: 6+ Support Staff: 6+
2. Average academic staff evaluations of HR on a scale of 1-7	6.16	5.57	6.38	6.54	6.0+
3. Average support staff evaluations of HR on a scale of 1-7	6.07	5.57	6.18	6.20	6.0+

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Timely preparation of the one year and five year manpower plan.	Achieved	Achieved	Achieved	Achieved	December
2. Timely review, enhancement and communication of recruitment, selection, competences, rewards and promotion criteria.	Achieved	Achieved	Achieved	Achieved	December
3. Number of applicants per position taking the entrance exam (exception in the event of application of a CamEd graduate).	Achieved	Achieved	Achieved	Achieved	10+
4. Average supervisor and peer evaluation score of new staff (hired in the past 12 months) on a scale of 1-7.	6.1	5.8	6.00	6.15	6.0+
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	6.14	6.1	6.25	6.29	6.0+
6. Induction evaluation rate on a scale of 1-7.	2.33	6.0	6.36	6.33	6.0+
7. Faculty (academics) qualifications	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	Out of 32 BA faculty, the highest level of education was as follows: PhD: 12 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4	Out of 36 BA faculty, the highest level of education was as follows: PhD: 16 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4	Out of 35 BA faculty, the highest level of education was as follows: PhD: 17 Professional qualification + master degree: 14 Master degree only: 14 BA only: 4	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.

	PhD: 42% Professional qualification + master degree: 18% Master only: 30% BA only: 9%	PhD: 38% Professional qualification + master degree: 22% Master only: 28% BA only: 13%	PhD: 44% Professional qualification + master degree: 25% Master only: 19% BA only: 11%	PhD: 48% Professional qualification + master degree: 40% Master only: 40% BA only: 11%	
--	--	---	---	---	--

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Timely completion of annual performance and development reviews and new contracts.	Review: October 10,2019 New contracts: December 2019	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021	Review: October 2022 New contracts: December 2022	Review: October 2023 New contracts: December 2023
2. Timely completion of training and development plans.	Support Staff: September 30 Academic Staff: December	Support Staff: December 2020 Academic Staff: December 2020	Support Staff: December 2021 Academic Staff: December 2021	Support Staff: December 2022 Academic Staff: December 2022	Support Staff: December 2023 Academic Staff: December 2023
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	- January - July	- January - July	- January - July
4. Tighten staff relations, team building and spirit by involving with CamEd trips and activities, measured by average engagement score on a scale of 1-7	7	7	6.55	6.52	6.0+
5. Safety: Number of fire alarm training sessions, fire extinguisher training, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50%	Fire alarm training : 2 Fire External Training: 0 First aid trained: 0	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1
6. Number of specific staff training.	74	30	58 (50%+)	50%+	50%
7. Improve staff's English proficiency, measured by average score from English exam.	Not Achieved	End of March-delayed	September 2021	2024	2024
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual Donation: 66% Annual Trip & Party: 75%	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Annual trip: 70%+

9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	NA	Khmer Blessing 0 Blood Donation 0 Christmas Carol 1	Khmer Blessing 1 Blood Donation 1 Christmas Carol 1	Khmer Blessing 1 Blood Donation 1 Christmas Carol 1
10. Numbers of the HR staff will study MBA.	- Vaung Sea: completed Human Resource Management & Business Accounting and Finance at Charles Sturt University.	- Vaung Sea: No class in Charles Sturt University. due to Covid-19	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	- N/A	- Sim Thannarath - Muy Sithlisak
11. Number of HR staff will study CAT/ACCA	NA	NA	SBR Exam= 72	- Nop Sonon AFM Passed	- Nop Sonon APM, SBL
12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/ professor revision of course specifications	Two workshops were held	Three workshops were held	Four Workshops were held	Three workshops were held	Three workshops
13. Percentage of academic staff who have attended or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 83% 2 or more workshops: 50% 3 or more workshops: 42% Second, Third, and Fourth Year lecturers: 1 or more workshops: 91% 2 or more workshops: 68% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 45% 2 or more workshops: 27% 3 or more workshops: 18% Second, Third, and Fourth Year lecturers: 1 or more workshops: 82% 2 or more workshops: 50% 3 or more workshops: 38%	Foundation Year lecturers: 1 or more workshops: 58% 2 or more workshops: 47% 3 or more workshops: 21% Second, Third, and Fourth Year lecturers: 1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	Foundation Year lecturers: 1 or more workshops: 73% 2 or more workshops: 45% 3 or more workshops: 36% Second, Third, and Fourth Year lecturers: 1 or more workshops: 95% 2 or more workshops: 76% 3 or more workshops: 57%	Foundation Year lecturers: 1 or more workshops: 75%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+ Second, Third, and Fourth Year lecturers: 1 or more workshops: 90%+ 2 or more workshops: 50%+ 3 or more workshops: 30%+
14. Percentage of lecturers who have met with key industry employers.	Foundation Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 42% Second, Third, and Fourth Year lecturers: 1 or more key employer: 85% 2 or more key employers: 56% 3 or more key employers: 41%	Foundation Year lecturers: 1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 73% 2 or more key employers: 45% 3 or more key employers: 36% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 67% 3 or more key employers: 57%	Foundation Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50% Second, Third, and Fourth Year lecturers: 1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

15. Percentage of lecturers who have completed at least 36 hours of continuing professional development in their field of study.	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 91% Second, Third, and Fourth Year lecturers: 94%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 90%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 100%
16. Percentage of lecturers who have completed a self- assessment and self-development plan.	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 87%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%
17. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 77% Second, Third, and Fourth Year lecturers: One or more workshop: 100% Two workshop: 64%	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72% Second, Third, and Fourth Year lecturers: One or more workshop: 81% Two workshops: 44%	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 100% Three workshops: 100%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 60% 3 workshops: 50% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 95% Three workshops: 81%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 80% 3 workshops: 80% Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 75%+ Three workshops: 25%+
18. Teaching performance of all faculty to be observed by Faculty Council	31 faculty members observed	32 faculty members observed	45 faculty members observed	100%, 45 faculty members observed	All faculty will be observed once per semester, and new faculty twice per semester.

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 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: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%	Quota: 20 Permit card: 100%
2. Percent of CamEd full time office staff who have a work permit book at year-end.	59/86=69% Archived	90%+ Archived	90%+ Achieved	90%+ Achieved	90%+
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	72/84-86% Archived	90%+ Archived	90%+ Achieved	90%+ Achieved	90%+

4. Percent of guards registered with the Municipal of Phnom Penh in order to have the legal right to use private guards.	100% Achieved	100% Achieved	100% Achieved	100% Achieved	100%
5. Number of staff in-out reports to the Municipal Department of labor.	1 Achieved	2 Achieved	2 Achieved	2 Achieved	2

OBJECTIVE #5 (HR TECHNOLOGY)

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Utilize HR cloud software to improve HR service	BambooHR gave us license on May 6, 2019	Bamboo HR	HR System	HR System	Using CamEd HR system to improve HR service
2. Minimize the use of OT budget, measured by the amount of OT for the year.	\$51,057	6% of total annual employee salary Archived	6% of total annual employee salary Achieved	6% of total annual employee salary Achieved	6% of total annual employee salary

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Student evaluation of the mobile app on a scale of 1-7	N/A	5.25	5.65	5.56	5.5+
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	Students: 5.13 Lecturers: 5.8	Students: 5.13 Lecturers: 5.8	Students: 5.13 Lecturers: 5.8	Student: 5.5+ Lecturer: 5.5+
3. Integrate payment feature with CamEd Mobile	N/A	N/A	N/A	N/A	To Achieve Scope: Academic Document

OBJECTIVE #2

Provide reliable WIFI and Internet serve the need of learning, research, teaching and working.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Evaluation of WIFI speed and reliability on a scale of 1-7	Students: 3.70 Lecturers: 5.43 Staff: Not surveyed	Students: 5.47 Lecturer: 6.35 Staff: 6.28	Students: 5.44 Lecturer: 6.21 Staff: 6.43	Students: 5.33 Lecturers: 6.20 Staff: 6.04	Students: 5.5+ Lecturer: 5.9+ Staff: 5.9+
2. Control and measure user's Internet Bandwidth	N/A	N/A	Achieved	Achieved	The bandwidth shall be controlled every month.
3. Network simulation: predict the possibility of network growth	N/A	N/A	N/A	N/A	To achieve by March

OBJECTIVE #3

Develop new student information system in replacing the outdated of security and technology usage of the previous system.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Collect requirement from various department	N/A	N/A	N/A	Achieved IQA department to be collected in 2023	To Achieve
2. Develop user interface	N/A	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve
3. Develop CamEd API	N/A	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve
4. Connect user interface with CamEd API	N/A	N/A	N/A	Achieved Next module to be completed in 2023	To Achieve

OBJECTIVE #4

Develop new features and update the existing CamEd software system to fastens CamEd process and information centralization.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Develop the system and feature upon user request	N/A	N/A	N/A	Achieved	To Achieve
2. Improve user interface of HR System	N/A	N/A	N/A	Achieved	To Achieve
3. Improve user interface of enrollment and registration form	N/A	N/A	N/A	N/A	To Achieve
4. Develop new user interface of Lecturer Online Portal	N/A	N/A	N/A	Not Achieve Delay due to the prioritize of other software development	To Achieve
5. Improve user interface and functionality of CBE and CBT Exam Online Registration	N/A	N/A	N/A	Not Achieve Delay due to the prioritize of other software development	To Achieve
6. CamEd Mobile notification management portal	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #5

Generate registrar reporting to increase the efficiency and effectiveness of school management and decisions.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Collect students' exam result from ACCA website	Achieved	Achieved	Achieved	Achieved	To Achieve every January, April, July, October
2. Verify score rule and attendance	N/A	N/A	N/A	Achieved	To Achieve before every BA and Master result release
3. Generate registrar scheduled report	N/A	N/A	N/A	Achieved	To Achieve
4. Generate registrar on demand report	N/A	N/A	N/A	Achieved	To Achieve
5. Prepare top scorer award	N/A	N/A	N/A	Achieved	To Achieve

OBJECTIVE #6

Enhance server and staff computer security.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Update Endpoint security license for server and staff computer	Achieved	Achieved	Achieved	Achieved	To Achieve
2. Perform internal pentest when there is introduce of new feature in system/network	N/A	N/A	Achieved	Achieved	To Achieve
3. Own a licensed pentest tool	N/A	N/A	N/A	Achieved	To Achieve

OBJECTIVE #7

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7	5.43	5.0	6.58	6.33	5.5+
2. Implement classroom equipment checking procedure	N/A	Achieved	Achieved	Achieved	To Achieve
3. Implement staff computer checking procedure	N/A	Achieved	Achieved	Achieved	To Achieve
4. On demand software and hardware upgrade	Achieved	Achieved	Achieved	Achieved	To Achieve
5. Setup core network backup device	N/A	N/A	N/A	N/A	To Achieve
6. Increase internal network speed to 10Gbps	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #8

Generate the student identity and account to facilitate on learning, exam , course attendance and information control.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Create student ID, account, profile and email for new student	N/A	N/A	N/A	N/A	To Achieve
2. Collect student photo	N/A	N/A	N/A	N/A	To Achieve
3. Generate student nameplate and name card	N/A	N/A	N/A	N/A	To Achieve
4. Enroll student fingerprint	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #9

Ensure timely and smoothly ACCA computer based on-demand and session exam .

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Update ACCA CBE client and server software to the latest versions.	Achieved	Achieved	Achieved	Achieved	To Achieve
2. Conduct training sessions about CBE exam software and rules for LSC staff, outsource and students	Achieved	Achieved	Achieved	Achieved	To Achieve
3. Technical check on Wi-Fi and ethernet cables	Achieved	Achieved	Achieved	Achieved	To Achieve
4. Update exam software and hardware which is requested by Phearson or ACCA	Achieved	Achieved	Achieved	Achieved	To Achieve

OBJECTIVE #10

Improve staff soft and technical management skills.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. CCIE ENCORE	N/A	N/A	N/A	N/A	Paul continue the course
2. Master Degree of Computer Science	N/A	N/A	N/A	N/A	Solin shall start Year I
3. Computer Cyber Security and Advance Repair	N/A	N/A	N/A	N/A	Solin shall start the course in July
4. Full Stack Cloud Developer and Data Warehouse Engineering	N/A	N/A	N/A	N/A	Pheara and Phengly shall start the course in March
5. Master Degree of Computer Science	N/A	N/A	N/A	N/A	Visal shall start Year I
6. Google IT Support Professional Certificate	N/A	N/A	N/A	N/A	Phengly, Solin and Paul shall complete the course in July
7. Linux SysAdmin + AWS Cloud Computing	N/A	N/A	N/A	N/A	Borin shall complete the course

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. The occupancy rate of the building according to the number of students and staff projection	N/A	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45%	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45%	Students: 34% Lectures: 70% N-AC staff: 92%	Students: 42.09% Lecturers: 61.11% N-AC staff: 94.57%

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

OBJECTIVE #2

Ensure that institute facilities function effectively.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
2. Evaluations by students, lecturers, and N-AC staff on a scale of 1-7.	Students: 5.20 Lecturers: 6.16 Non-academic staff: 6.22	Students: 6.10 Lecturers: 6.54 Non-academic staff: 6.47	Students: 5.77 Lecturers: 6.32 N-AC staff: 6.35	Students: 5.79 Lecturers: 6.41 N-AC staff: 6.31	Students: 6+ Lecturers: 6.5 N-AC staff: 6.5

OBJECTIVE #3

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Plan monthly number of minor installations, renovations and repairs proposed and resolved and follow up weekly to meet the deadlines.	NA	no much installation	minor and medium installations and repair works	Work in Progress file and weekly report 2022. Complete rate 70%	Work in Progress plan and Weekly report. Complete rate no less than 77%
2. Plan and Complete significant facility renovation projects (expansion or design projects started).	9	n/a	1. Install roof above generator 2. Relocate clinic 3. Install ATS and move electric wires 4. Renovate toilets 5. Renovate study lounge	1. classrooms:3 multifunctional room:1 reading rooms:2 common area:4 business labs:9 2. complete 3. suspended 4. complete	Construction Plan evidence

OBJECTIVE #4

Enhance facilities team performance and communication.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Team members are satisfied, challenged and committed as indicated by engagement score.	6.0	6.20	6.05	6.11	6+
2. Team composition is adequate.	N/A	1 hired	1 hired	2 hired	Manager - 1 Assistant - 1 Staff - 4
3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications or/ and request forms	CamEd Chat	requests were received via Telegram chat and resolved	Create the telegram bot for students and guest to send the problem or complain about facilities.	Mostly get complaints via telegram chat then bot.	Survey of the Maintenance team feedback to request via chat, bot, requests. Score 6+
4. Insuring that the reward system is properly executed within the Maintenance team	N/A	Assistant Manager has completed the AC Training.	This year, only 1 staff took training of the construction related courses, such as AUTOCAD and AC.	1 AC short course	Provide reward system report (monthly evidence)
5. Improve the Facilities Management Policy (Remove)	1	Updated Policy and Created Maintenance Manual	Improved KPI, add detailed criterias according to Policy. Add new policies.	Complete	N/A
6. Enhance and Improve the performance of facilities department:					
7. Master Degree	NA	NA	0%	0%	20%
8. BA Degree	NA	NA	40%	20%	33%
9. Short course training on equipment and supply (AC/ATS/elevator/ generator etc)	NA	NA	NA	40%	33%
10. Construction work training	NA	NA	NA	20%	66%
11. English courses	NA	NA	NA	40%	83%
12. Other courses	NA	NA	NA	20%	0%

OBJECTIVE #5

Optimise use of facilities and facility resources.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Satisfaction rating of adequacy of storage by each department. (Remove)	N/A	New storage in west building for IT and Admission and one in central building for Admission.	Removed one storage room and add this space to enlarge the toilet.	Complete	N/A

2. 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: 859,828 Monthly AVG KW: 71,652 BA: 100% Non-BA: 73.80%	Annual consumption: 752,481 Monthly AVG KW: 62,707 BA: 100% Non-BA: 54.7%	Annual consumption: 425,818 Monthly AVG KW: 35,484	no results yet	no more than 3% increase from 2022
3. Optimise the classroom Review the existing Classrooms and other rooms to maximise the benefit of the existing facilities (Remove)	N/A	Enlarged IT office and created more working seats.	Ghanty and Fridman classrooms decided not to combine, but add more screens upon full occupancy. add curtains - done	+3 classrooms	N/A
4. Optimization of the common area (Remove)	N/A	N/A	Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).	+2 study lounge +2 reading room +1 multifunction room + 1 canteen + 2 outdoor lounges	N/A
5. Review the alarm system and add more fire safety arrangements	N/A	Add heat detectors in the Library and other zones.	Add more fire extinguishers.	Complete	N/A (combine in 5.6)
6. Inspection of all systems and building as per schedule	N/A	Semi-annually fire extinguisher checking Semi-annually elevator check up	bridges check up - done electricity system - done	Complete report	Provide report and score or achievement rate

OBJECTIVE #6

Respond to major requests from students, staff and or external assessors in a timely manner.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
1. Improve parking as evidenced by a student and staff satisfaction score. (Remove)	N/A	no updates due to Covid	did not approach any parking due to less occupancy.	Complete	N/A
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction. (Remove)	External service neighborhood services only.	no updates due to Covid	Canteen - Done Food and Drinks decided not to do, as staff and students prefer Foodpanda, Nham24 etc delivery.	Complete	N/A
3. Complaint and feedback forms.	NA	NA	NA	NA	Feedback on General Complaint

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2023 - DECEMBER 2023

OBJECTIVE #1

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 1.1 Average appraisal score done by lecturers, support staff and students, on a scale from 1 - 7	Lecturers: 6.17 Students: 5.32	Lecturers: 6.22 Students: 6.10	Lecturers: 6.48 Students: 5.89	Lecturers: 6.48 Students: 5.89 Support Staff: 6.17	Lecturers: 6+ Students: 6+ Support Staff: 6+

OBJECTIVE #2

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 2.1 Preparation date of financial report	Feb 2019	Jan 10, 2020	Jan 12, 2021	Jan 15, 2022	January 20
FIN 2.2 Sign-off date of unqualified audit report by external auditor	Sep 05, 2019	Feb 28, 2020	Mar 15, 2021	Mar 15, 2022	March 15

OBJECTIVE #3

FIN 3. Prepare a timely budget planning and reporting

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 3.1 The annual budget is prepared and approved before the start of new year	NM	NM	Dec 2021	Jan 10, 2023	December 31
FIN 3.2 The annual budget performance report is prepared within three month after the year-end	Mar 10, 2019	Feb 2020	Mar 2021	Mar 21, 2022	March 31

OBJECTIVE #4

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 4.1 Monthly tax return is submitted to the GDT by the deadline	Before 20th each month	Before 20th each month	Before 25th each month	Before 25th each month	Before 25th each month
FIN 4.2 Annual tax return is submitted to the GDT by the deadline	Before March 31	Before March 31	Mar 30, 2021	Mar 09, 2022	Before March 25

OBJECTIVE #5 (NEW)

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 5.1 Audited financial report is submitted to the ACAR by the deadline	N/A	N/A	N/A	March 21	June 30

OBJECTIVE #6

FIN 6. Ensure CamEd fulfill regulatory requirement at the MoC

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 6.1 Annual declaration is submitted to the MoC by the deadline	N/A	N/A	N/A	September 21	September 21

OBJECTIVE #7

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 7.1 Percentage of goods or services purchased not in Approved Vendor Report (AVR) compared to total purchase	Not Achieved	Less than \$100,000	Not achieved	\$ 102,226	Less than 5%
FIN 7.2 Approved Vendor Report (AVR) is approved in a timely manner	N/A	N/A	N/A	N/A	December 31
FIN 7.3 User satisfaction of procurement services received on scale from 1- 7	N/A	N/A	N/A	N/A	6+

OBJECTIVE #8

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 8.1 FIN 4.3 Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	42 Days	13 days	45 Days	57 Days	More than 30 days
FIN 8.2 User satisfaction of payment services received on a scale from 1 - 7	N/A	N/A	N/A	N/A	6+

OBJECTIVE #9

FIN 9. Ensure effective cash collection.

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 9.1 Percentage of early payments by students compared to total tuition fees received	3 months: 4%, \$677,492 9 months: 6%, \$480,637 Total: 6%, \$1,158,129	3 months: \$465,374 9 months: \$243,221 Total: \$708,595	3 months: \$348,816 9 months: \$134,881 Total: \$483,697	3 months: \$390,149 9 months: \$103,515 Total: \$493,664	10%
FIN 9.2 Percentage of payments by electronic transfer compared to total tuition fees	\$946,846 \$2,77M (43% of fee) \$5.99M (68% of fee)	\$946,846 \$2,77M (43% of fee) \$5.99M (68% of fee)	\$946,846 \$2,77M (43% of fee) \$5.99M (68% of fee)	\$8.41M (78% of fee)	75%

OBJECTIVE #10

FIN 10. Ensure effectiveness and efficiency of account receivables

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 10.1 Timely invoice delivery to students each semester	JJ19: Feb 09, 2019 JD19: Aug 02, 2019	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2021 JD21: Aug 2021	JJ22: Feb 09, 2022 JD22: Aug 12, 2022	Jan-Jun: By February Jul - Dec: By August
FIN 10.2 Percentage of bad debt written off compared to Accounts Receivable	JJ19: \$3,000 JD19: \$3,000	JJ20: \$11,865 JD20: \$3,303	JJ21: \$10,627 JD21: \$4,469	JJ22: \$2,011 JD22: \$5,236	Less than 1%

FIN 10.3 FIN 7.3 Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	29 days	31 days	50 days	34 days	Less than 30 days
---	---------	---------	---------	---------	-------------------

OBJECTIVE #11

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 11.1 Establishment of financial management system	N/A	N/A	N/A	Not Achieved	December 31

OBJECTIVE #12

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 12.1 Maintain high operating profit margin* through efficient cost control	19%	31%	30%	31%	30%
FIN 12.2 Increase in net profit through efficient cost control, good tax planning and high return in investment	(10%)	77%	19%	16%	10%
FIN 12.3 Maintain high net cash flow margin** from operation through cash budget management and control	27%	30%	36%	35%	30%
FIN 12.4 Maintain the increase in net cash flow from operation through cash budget management and control	N/A	4%	58%	17%	10%
FIN 12.5 Maintain the return from investment of CamEd's reserve***	8%	6%	7%	5%	7%

OBJECTIVE #13

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 13.1 The average peer appraisal score done by each employee, on a scale from 1 - 7	6.23	6.17	6.31	6.06	6+
FIN 13.2 The average management appraisal score done by manager, on a scale from 1 - 7	6.81	6.72	6.63	6.52	6+
FIN 13.3 Percentage of employees attending conferences, workshops, or seminars relating to accounting, finance and tax	8	6	6	6	50%+
FIN 13.4 Number of sharing sessions conducted internally by each team in the department of finance	8	6	6	6	6 times

FIN 13.5 Percentage of employees taking or holding MBA or PHD	3 (MBA) Keat Marath (Graduated) Khut Sophanna (Graduated) Phalla Thida (Graduated) Chan Sokleakena- (Started)	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (graduated)	2 (MBA) Sorn Tithynika Prum Sothida	50%
FIN 13.6 Percentage of employees taking ACCA or CAT		- Chan Sokleakena (passed F7) - Khut Sophanna (passed FFM) - Sorn Tithynika (graduated CAT) - Prum Sothida (graduated CAT and passed CTAX)	- Keat Marath- passed CTAX and CBL - Chan Sokleakena- passed PM and CFRS for NFPEs - Khut Sophanna - passed FAU and CTAX	- Leakena passed AA - Phanna passed AA and CBL	30%
FIN 13.7 Percentage of employees taking short courses			- Chan Sokleakena attended training on Leadership for First Line Manager - Khut Sophanna attended training on Leadership for First Line Manager - Keat Marath attended training on - CFO's Top Priorities, on Accounting and Audit Obligation, on Talent Management, on Share Transfer and Hot Tax Issues - Sorn Tithynika attended training on Budget Training and Control, Disclosure of Accounting Policies - Prum Sothida attended training on Budget Training and Control - Bou Chansonita attended training on Budget Training and Control	FI Program- Marath - Accounting and Finance Conference in Singapore: - Marath - Leakena - Phanna - Nika - Thida Tax Workshop at Sofitel - Marath - Nika Tax Workshop at Raffle Le Royal - Marath - Nika - Phanna - Leakena - Thida	50%

OBJECTIVE #14

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

Indicator	2019 Result	2020 Result	2021 Result	2022 Result	2023 Target
FIN 14.1 The actual overtime expense should not exceed the allocated department's OT budget	N/A	N/A	N/A	N/A	Less than 6% of annual basic department salary