

CamEd
Business School



2022 STRATEGIC PLAN AND ACTION PLANS

2022 STRATEGIC PLAN AND ACTION PLANS



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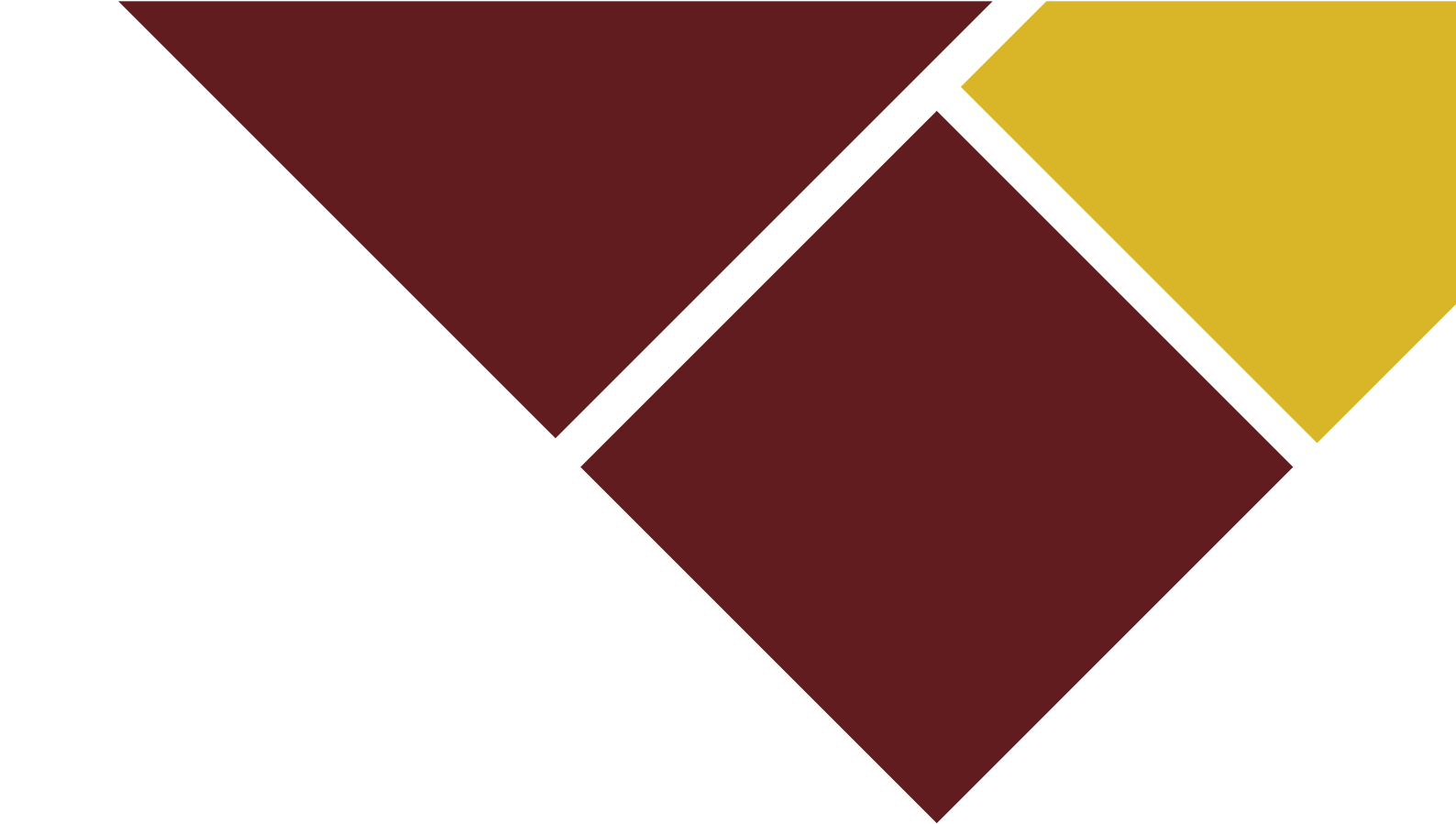


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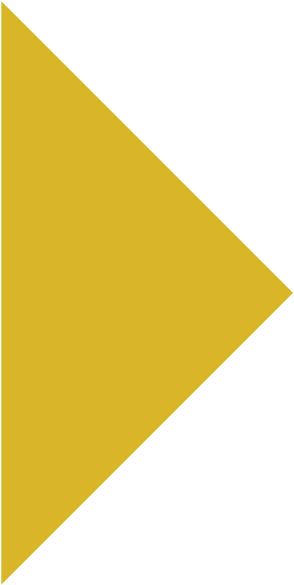
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ABOUT THIS ANNUAL PLAN



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

BOARD OF TRUSTEES



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VISION

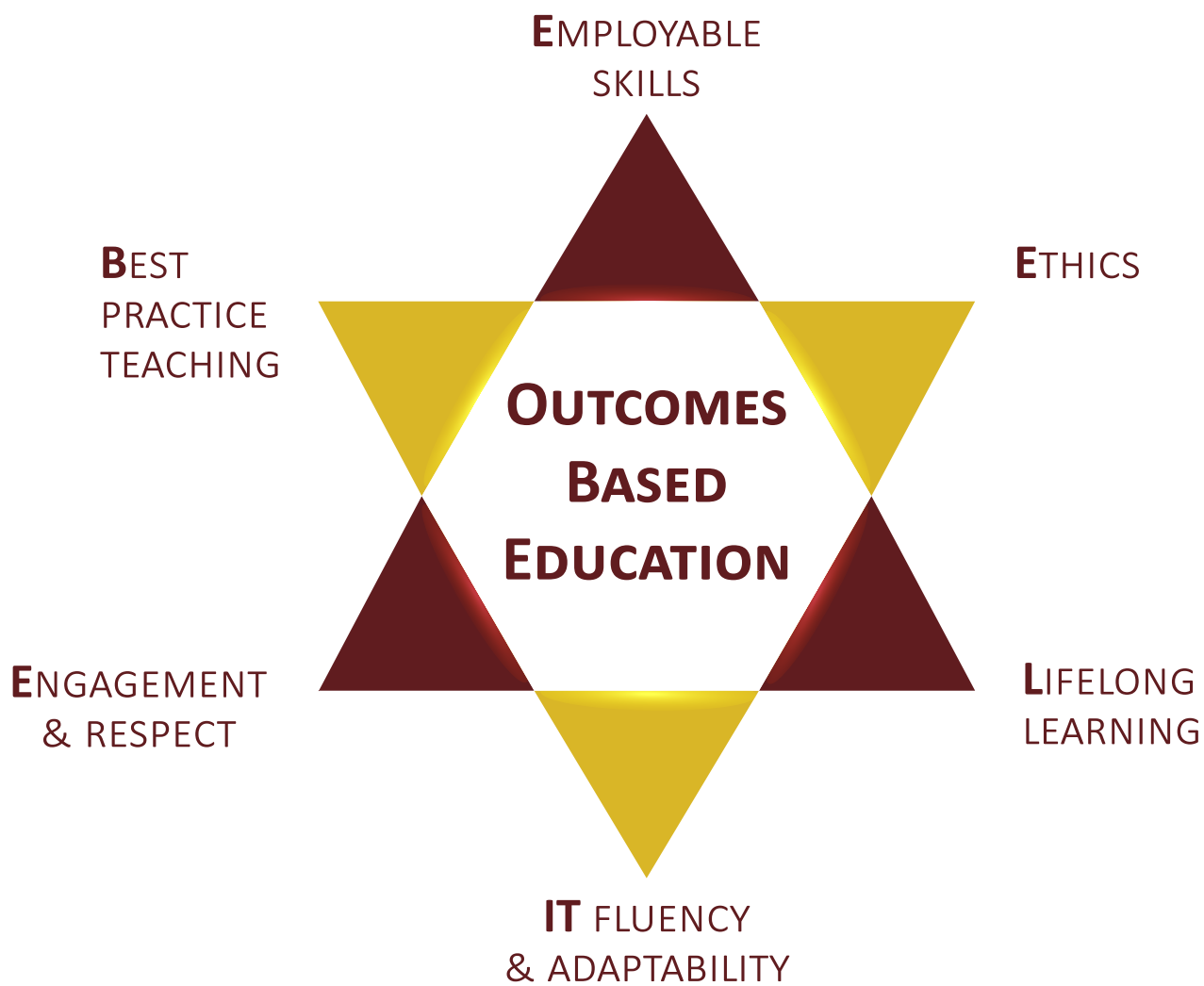
To develop a community of business professionals performing on par with those in international business centers, taking initiatives as leaders, and upholding ethical standards.





MISSION

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



EDUCATIONAL PHILOSOPHY

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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1.1.1 The institute has achieved international accreditation by a US accreditation association.	Not achieved.	Achieved AUN-QA & ISO	Achieved ACC	Achieved QS Ranking.	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: 5/7 Non-BA: 7/10	BA: 3/7 Non-BA: 7/9	BA: 0/7 (No exam due to Covid-19) Non-BA: 7/9	BA: 5/7 Non-BA: 10/11	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: 746 CAT:118 ACCA: 237 MSc: NA	BA: 581 CAT: 107 ACCA: 190 MSc: NA	BA: 578 CAT: 42 ACCA: 107 MSc: NA	BA: 577 CAT: 86 ACCA: 106 (Updated on 01 Mar, 22)	BA: 800+ CAT: 50 ACCA: 150 MSc: 150
1.1.4 80%+ of entering 2020 BA students graduate within four years.	54% of 2015 students	54% of 2016 students	63% of 2017 students	63% of 2018 students	65% of 2019 students
1.1.5 The average engagement score for support staff and academic staff is 6 or higher on a scale of 1-7.	Support staff: 6.29 Academic staff: 6.22	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+ Academic staff: 6+

1.2 Admit academic degree students with higher intellectual ability.

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1.1.1 Entering 2023 BA students have an average APTIS score of C1.	2019 average APTIS score of B2	2020 average APTIS Score of B2.	2021 average APTIS Score of B1.	2022 average APTIS Score of B1.	2023 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	NA	Not Done Yet	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 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: 95% Within 3 months: 92%	Within 6 months: 96% Within 3 months: 91%	Within 6 months: 98% Within 3 months: 93%	Within 3 months: 89% (Updated on 01 Mar 22)	Within 6 months: 95% Within 3 months: 85%

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

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
2.2.1 Student satisfaction ranking of employment is 6.0 or above on a scale of 1-7	5.74 77% of bachelor degree graduates ranked their present employment as "good" or "excellent" N: 30 Internal Study	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	5.85 75-85% 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	5.93 80% of employers ranked the quality of CamEd graduates as "good" or "excellent" N:35 Internal study	5.14 29% of employers rank the quality of CamEd graduates as "good" or "excellent". N:7 External Study	5.48 62% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 29 External Study	5.50 50% of employers rank the quality of CamEd graduates as "good" or "excellent". N: 23 External 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	NA	5.05 N = 19	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
3.1.1 All lecturers are academically or professionally qualified in the subject they are teaching.	Achieved	Achieved	Achieved	Achieved	Achieved
3.1.2 A majority of lecturers hold a Phd.	41%	42%	39%	44%	40%+
3.1.3 Student evaluations of lecturers is 6.0+ or above on a scale of 1-7.	6.23	6.35	6.31	6.30	6+

3.2 Engage and encourage lecturers to conduct and publish research

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
3.2.1 On average, lecturers publish and present in a conference 1+ research articles per year.	40% No: 17	54% No: 25	55% No: 23	103% No: 37	60%

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

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
3.3.1 CamEd hosts two public forums and/or conferences per year.	Achieved	Achieved	Not Achieved	Achieved	To achieve
3.3.2 Annually, 100% of CamEd professors attend or participate in industry conferences.	60%	31/34= 91%	21/30= 70%	30/36= 83%	100%

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

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 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.	NA	Achieved	Achieved	Achieved	To achieve.

3.5 Recruit international exchange students.

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
3.5.1 The percentage of international academic exchange students compared to domestic students will be 5%.	NA	NA	NA	NA	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
4.1.1 CamEd maintains a 3-year running median growth in profit	Achieved: 45%	Achieved: 18%	Achieved: 18%	Achieved: 19%	19%
	2016: 145%	2017: 45%	2018: 18%	2019: -11%	2020: 77%
	2017: 45%	2018: 18%	2019: -11%	2020: 77%	2021: 19%
	2018: 18%	2019: -11%	2020: 77%	2021: 19%	2022: 19%
4.1.2 CamEd maintains a total 3-year running free cash flow to equity of 10%	28%	21%	-3%	25%	-108%
	2016: 0.32M	2017: 2.20M	2018: 1.94M	2019: 1.26M	2020: 2.05M
	2017: 2.20M	2018: 1.94M	2019: 1.26M	2020: 2.05M	2021: 3.24M
	2018: 1.94M	2019: 1.26M	2020: 2.05M	2021: 3.24M	2022: -0.24M
	Total: 4.46M	Total: 5.40M	Total: 5.25M	Total: 6.55M	Total: 5.05M
4.1.3 CamEd increases its 3-year running median operating margin*	45%	16%	16%	10%	10%
	2016: 90%	2017: 45%	2018: 16%	2019: -6%	2020: 80%
	2017: 45%	2018: 16%	2019: -6%	2020: 80%	2021: 10%
	2018: 16%	2019: -6%	2020: 80%	2021: 10%	2022: 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: 9%	CamEd: 8%	CamEd: 6%	CamEd: 7%	CamEd: 7%
	NBC: 4%	NBC: 5%	NBC: 4%	NBC: 4%	
	NBC Report 2018 (P. 17)	NBC Report 2019 (P. 17)	NBC Report 2020 (P. 17)	NBC Report 2021 (P. 17)	

*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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
4.2.1 CamEd has a 3-year running median net margin of 15%+	Achieved: 25%	Achieved: 25%	Achieved: 27% (Draft)	Achieved: 33%	33%
	2016 (21%)	2017 (25%)	2018 (27%)	2019: 20%	2020: 33%
	2017 (25%)	2018 (27%)	2019 (20%)	2020: 33%	2021: 34%
	2018 (27%)	2019 (20%)	2020 (33%)	2021: 34%	2022: 34%

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

2023 Indicators	2018 Result	2019 Result	2020 Result	2021 Result	2022 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: 81%	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: 85%
	Departments: 5.93	Departments: 5.44	Departments: 6.17	Departments: 5.95	Departments: 6+
	Facilities: 5.76	Facilities: 5.20	Facilities: 6.10	Facilities: 5.77	Facilities: 6+
	Student Clubs: 5.76	Student Clubs: 5.29	Student Clubs: 6.06	Student Clubs: 6.07	Student Clubs: 5.8+
4.3.2 Engagement score of support staff on a scale of 1-5.	4.49	4.17	4.41	4.56	4.5+
4.3.3 Engagement score of academic staff on a scale of 1-5.	4.44	4.37	4.48	4.62	4.5+
4.3.4 Academic staff satisfaction of departments and facilities is 6.0 or above on a scale of 1-7	Departments: 6.33	Departments: 6.10	Departments: 6.24	Departments: 6.33	Departments: 6+
	Facilities: 6.06	Facilities: 6.16	Facilities: 6.54	Facilities: 6.32	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
5.2.1 90% of CamEd graduates increased pay or position within 24 months of graduation	NM	NM	100%	100%	100%
5.2.2 5% of CamEd graduates become managers or entrepreneurs within 5 years of graduation.	NM	NM	20% (45/227)	58% (304/523)	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	NM	Tax: 0% Financial Report: 60%	Tax: 98% Financial Report: 100%	Tax: 5%+ Financial Report: 100%

*Not measured as Goal 5 was approved in 2020.





2022

ACTION PLANS

BOARD OF TRUSTEES

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. The vision and mission is up to date.	The board reviewed and made small adjustments to the vision and mission.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	The board reviewed and did not propose any changes.	Conduct a review of the vision and mission.
2. An annual strategic and action plan is prepared.	The plan was prepared.	The plan was approved	The plan was approved.	The plan was approved.	Prepare and approve an annual strategic and action plan.
3. Strategic objective targets are met or exceeded.	9/14 = 64%	8/16 = 50%	14/20 = 70%	24/31= 77%	23/32= 72%

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. There is an appropriate annual budget.	The budget was approved by the board.	A budget was reviewed and approved by the board.	A budget was reviewed and approved by the board.	A budget shall be reviewed and approved by the board.	A 2022 budget is reviewed and approved by the board.
2. A set of financial statements is prepared.	In progress.	Achieved	Achieved	Achieved	The 2021 financial statements shall be prepared by the CFO, approved by the President and submitted to the Audit Committee.
3. A management accounting report is prepared.	NA	NA	NA	A management accounting report was prepared.	A management accounting report will be prepared.
4. Appointment of external auditor is conducted.	Appointed by the Shareholder	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.	Appointed by the Audit Committee.
5. The annual internal audit report is reviewed.	NA	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	The annual report was submitted and presented to the audit committee, and the boards.	An annual internal audit report is prepared by the internal auditor, approved by Vice President IQA-IA, and submitted to the audit committee.

OBJECTIVE #3

Be accountable for CamEd performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 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 for dissemination. A financial report was prepared for the shareholder.	A strategic report was prepared and disseminated. A financial report was prepared for the shareholder.	A strategic report shall be prepared and disseminated. A financial report shall be prepared for the shareholder.	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Engagement scores of board members.	4.85	4.94	4.6	4.7	4.6+
2. Evaluate the performance of the President on a scale of 1-7.	A review was conducted.	6.9	7	6.73	6.5+
3. Evaluate the performance of the Board.	An internal and an independent external evaluation were 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 is prepared for the following year.	A timeline was prepared	A timeline was prepared.	A timeline was prepared.	A 2022 timeline was prepared.	A 2023 timeline shall be prepared by the end of the year.

OBJECTIVE #5

Oversee the risk management process of the institute.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Risk management framework is annually reviewed.	NA	The risk management framework was approved on 30 November 2019.	Not achieved	Achieved	By the end of the first quarter.
2. Risk management reports are reviewed.	NA	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 is submitted to the risk committee.

IQA DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

A. QUALITY OF THE INPUTS

OBJECTIVE #1

Review the alignment of the Curriculum.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review the alignment of the curriculum graduate attributes, PLOs, CLOs, and LLOs	NA	NA	Report to Curriculum Committee in October	Achieved	Report to Curriculum Committee in April

OBJECTIVE #2

Strengthen the capacity of the QET in each department.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Capacity building for QET	NA	NA	All QET teams receive 2 training sessions in Jan & Feb.	Training on data analytics and basic statistics in May and December.	Training on intermediate statistics, data analysis, and report writing in May.
2. Train about ACBSP standards and requirements	NA	NA	NA	1st training: 26 Feb 2nd training: 7 Jul	One training in March
3. Train on AACSB standards and requirements	NA	NA	NA	NA	One online training in July

OBJECTIVE #3

Develop the capacity of the IQA Department members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. IQA members receive training from ACC and MoEYS	IQA self-study of ACC	5 training sessions were attended	4 training sessions were attended.	Achieved: 1 training by 2 people	One Training: by 3 people
2. IQA members have a clear understanding of ACBSP	NA	NA	Dr. Sok Uttara attended the ACBSP training in Feb.	Achieved	One ACBSP Online Conferences: by 2 people
3. IQA receives PhD.	NA	NA	NA	NA	IQA Manager: Course begins in Feb
4. IQA members attend the AACSB conference.	NA	NA	NA	NA	2 IQA members attend AACSB attend annual conference in July

B. QUALITY OF THE PROCESSES

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review and evaluation of the implementation of the recommendations by AUN-QA are conducted.	Three executives, four support staff, and three academic staff joined AUN-QA training.	90% -faculty and staff attended an internal seminar on the AUN-QA recommendations	100% of accepted recommendations of AUN-QA were implemented.	Achieved	Follow up the implementation of the AUN-QA recommendations (100% by Jun)
2. Review and evaluation of the implementation of the recommendations by ACC are conducted.	NA	NA	100% of accepted recommendations of ACC were implemented.	Achieved	Midterm Review by ACC

OBJECTIVE #2

Ensure the Quality of Teaching and Learning.

2.1 Lesson Planning and Teaching Methods

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review lesson plans and their alignments with CLOs (including reviewing the videos)	NA	NA	1. Collect 2 lecture notes and/or lesson plans from each lecturer for JJ2020 and JD2020. 2. Review them against CLOs.	1. Collect 2+ lecture notes and/or lesson plans from each lecturer for JJ2021 and JD2021 and review them against CLOs.	100% of lecture plans of faculty observed are reviewed.

2.2 Review the Assessment Methods and Conformity to the CLOs

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review the checklist of conformity to the CLOs submitted by LSC.	50%	100%	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec	Feedback on the Checklist of conformity - Jul & Dec

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review marking rubrics of assignments and facilitate the use of the rubrics	NA	Assignment rubrics collected from faculty	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%	Review marking rubrics of assignments (e.g. project, research paper, essay, paragraph, presentation) from all faculty in July and Dec. 100%
2. Review the quality of the major assessments	NA	NA	NA	30% of courses in each year level	30% of courses in each year level

3. Review the quality of marking.	NA	NA	NA	Check to confirm that all assessment answers are shared with students. In June and December, send an end-of-term survey to students about the quality of marking major assessments. Risk based review of 30% of courses in each year level	Report on the quality of marking of a sample assessment: 20
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Teaching performance of randomly selected faculty to be observed and discussed by IQA-IA Unit	90%	50% of faculty observed by IQA-IA advisor	50% of the faculty will be observed by the IQA-IA Unit	100% of the faculty were observed by the IQA-IA Department.	100% of the faculty will be observed by the IQA-IA Department.

C. QUALITY OF THE OUTPUTS

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Conduct institutional evaluation by students, by faculty, and by staff	NA	Achieved	Achieved	Achieved	Report will be submitted in Oct
2. Conduct student self-evaluation of CLOs	NA	Piloted	Report was submitted in December	Report was submitted in Jun and Dec	Report will be submitted in June and December
3. Analyze the results of student self-evaluation of PLOs	NA	NA	NA	NA	Report will be submitted in December

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Coordinate the sharing of the good practices of each department.	NA	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.

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Submit self-study report to ACBSP	NA	NA	NA	Not Achieved	Self-assessment report is accepted by ACBSP by Jan
2. Get accredited by ACBSP by Dec	NA	NA	NA	Not Achieved	Accredited by ACBSP by Dec

OBJECTIVE #4

Evaluate the IQA Department performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. The results of IQA Department self-assessment	NA	NA	5.74	5.91	6.0+
2. Results of IQA Department assessment by BoT, President, Faculty, and Department Heads.	Performance was reviewed against annual planning KPIs by the President.	Reports of the results will be presented to the President and BoT by December. 5.8	6.5	6.26	6.0+
3. The results of the evaluation of the quality of recommendations provided by the IQA Department.	NA	NA	5.9	6.27	6.0+

D. QUALITY OF THE OUTCOMES

OBJECTIVE #1

Coordinate a tracer study.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Coordinate a tracer study conducted by a consulting firm.	Achieved	Achieved: Report submitted to IQA	Tracer study report was submitted to IQA in Aug	Achieved: Report in Dec	Tracer study report is submitted to IQA in Aug

OBJECTIVE #2

Synthesize systemic data and give recommendations for improvement.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Synthesize data (self-assessment reports, tracer study report, internal evaluation reports)	NA	NA	Annual Report was prepared.	Achieved	An integrated report and recommendations for improvement are provided to respective departments in Dec.

INTERNAL AUDIT DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review the accounting guidelines used by accounting and finance department.	Conducted by the Office of the President.	Achieved	100% of accounting 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.	NA	Achieved	Review Report submitted to Finance on 31 July 2020	Achieved	Report on the implementation of accounting policies, procedures & guidelines
3. Review of cash and deposit reconciliation on a date randomly selected.	NA	1. 26-April, 2019 2. 29-July, 2019 3. 22-October, 2019 4. 13-December, 2019	1. 29 Apr 2020 2. 27 Jul 2020 3. 04 Nov 2020 4. 21 Dec 2020	1. 25 May 21 2. 10 Aug 21 3. 27 Oct 21	4 spot checks

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Coordinate risk assessments and advise corrective actions in each department.	NA	Achieved	Risk assessment reports from 100% of departments were submitted to VP for IQA-IA to review in June and Jan	Risk assessment reports from 100% of departments were submitted to the VP for IQA-IA and the Board of Trustee to review in July.	Risk assessment reports from 100% of departments are submitted to VP for IQA-IA in June and December.
2. Validate explanation on budget variances.	NA	Achieved	Achieved	Achieved.	To achieve.
3. Submit an annual internal audit report to the Audit Committee and BoT.	NA	Report was submitted to BoT in January.	Report will be submitted to the Audit Committee and BoT in January.	Achieved.	Report will be submitted to the Audit Committee and BoT in January.
4. Conduct risk-based review of price/cost/expense	NA	NA	Achieved	Achieved	Report on expense in December
5. Conduct cost reduction review	NA	NA	Cost Reduction Report on agreement with all departments saving up to \$441, 782	Budget Reduction Summary was submitted to the VP for IQA-IA in October.	Budget Reduction Summary was submitted to the VP for IQA-IA in October.

OBJECTIVE #3

Develop capacity of the IA members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. IA members receive training from ISO.	NA	17 internal auditors were trained by ISO on 06-May 2019	All internal auditors attend two training sessions: - Cost of Quality and Kaizen on 21-22 Jan 2020. - Risk Management on 11-Feb 2020.	- Data analytic training on 24, 26 & 28 May and 27-28 Dec - Internal Training for IA by LIA on 05 Mar	- Financial Audit Training
2. IA members pursue Master and PhD programs.	NA	NA	PhD in Education: - Ms. Maria Isabelita	Master Degree in Professional Accountancy	PhD in Business Management: - Mean Udam PhD in Education: - Ms. Maria Isabelita
3. Lead internal auditor receives mentoring and coaching from IA mentor.	NA	Two Meeting with IA Mentor	5 Meeting with IA Mentor	LIA obtained ACCA membership.	Mentoring and coach program objectives are met.
4. Enterprise visits about IA systems and meetings with Local and International internal auditors.	NA	NA	One online Meeting with Internal Audit Manager at CIMB on 20 Dec 2020.	No meeting is conducted.	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 auditor.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review and evaluate the implementation of the recommendations by ISO, LIA, and external auditors.	NA	N/A	The implementation of the accepted recommendations were reviewed and evaluated (100%)	The implementation of the accepted recommendations will be reviewed and evaluated (100%).	The implementation of the accepted recommendations will be reviewed and evaluated (100%).

OBJECTIVE #5

Review the IA Department's performance.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. The IA performance is reviewed by BoT, President, and Department Heads.	NA	NA	6.83	6.47	6.0+
2. Evaluation score on a scale of 1-7 from relevant departments on "Quality of the IA Department's Recommendations".	NA	6.25	6.5	6.27	6.0+

CURRICULUM COMMITTEE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Review the curriculum for conformity with the vision and mission.	Achieved	Achieved in line with AUN accreditation process.	Achieved. (Add work placement course)	Achieved	Conformity review will be conducted.

OBJECTIVE #2

Evaluate and improve the curriculum.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Solicit feedback from alumni and employers on the relevance of the curriculum.	Achieved	1. Meetings with 4 employers (conducted by LSC) 2. Not Achieved 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. Not Achieved 2. Meetings with 11 alumni (conducted by LSC) 3. Survey of employers was achieved through the tracer study 4. Survey of alumni was achieved through tracer study	1. 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. Meetings with 10+ key employers 2. Meetings with 10+ alumni 3. Survey employers 4. Survey alumni
2. Conduct external evaluation of the program specification.	Achieved	Achieved	Not Achieved.	Not Achieved	To achieve
3. Benchmark the program specification with international universities.	Achieved	Achieved	Achieved.	Achieved.	Not targeted this year.
4. Before year end, the tax syllabus is reviewed by an external firm.	Reviewed by KPMG in July 2018.	Reviewed by KPMG in February 2019.	Reviewed by VDB in November 2020.	Reviewed by VDB in February 2021.	To review by August 2022.
5. Before year end, the business law syllabus is reviewed by an external firm.	Reviewed by DFDL in July 2018.	Reviewed by DFDL in February 2019	Reviewed by Dr. Prum Virak in November 2020.	Reviewed by Dr. Prum Virak in January 2021.	To be reviewed by a firm in August 2022.

OBJECTIVE #3

Draft new program specifications.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. A master's degree program specification will be drafted and subject to evaluations by key stakeholders, including alumni and employer.	Not Achieved.	Not Achieved.	Not Achieved.	Achieved	To be updated
2. Review feasibility and establish timelines for additional academic degrees and diplomas	NA	NA	NA	NA	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Identify and participate in relevant training to improve Committee members' skill in developing the curriculum.	Three Curriculum Committee members joined AUN-QA training.	Two Curriculum Committee members joined two AUN-QA training.	Two Curriculum Committee members joined the ACBSP conference.	One Curriculum Committee member joined the AACSB conference.	Participate in 1+ workshops, training, or higher education related to curriculum development.

DEPARTMENT OF ACCOUNTING AND FINANCE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Student evaluation of lecturer quality.	Average lecturer evaluations for BA classes were as follows: JJ2018 BA Evaluation 1: 6.11 BA Evaluation 2: 6.23 ACCA/CAT Eval 1: 6.19 ACCA/CAT Eval 2: 6.28 JD2018 BA Evaluation 1: 6.36 BA Evaluation 2: 6.41 ACCA/CAT Eval 1: 6.22 ACCA/CAT Eval 2: 6.20	Average lecturer evaluations were as follows: JJ2019 BA Evaluation 1: 6.30 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.33 ACCA/CAT Eval 2: 6.41 JD2019 BA Evaluation 1: 6.46 BA Evaluation 2: 6.42 ACCA/CAT Eval 1: 6.36 ACCA/CAT Eval 2: 6.35	Average lecturer evaluations were as follows: JJ2020 BA Evaluation 1: 6.42 BA Evaluation 2: 6.35 BA Evaluation 3: 6.31 ACCA/CAT Eval 1: 6.29 ACCA/CAT Eval 2: 6.21 ACCA/CAT Eval 3: 6.17 JD2020 BA Evaluation 1: 6.39 BA Evaluation 2: 6.39 ACCA/CAT Eval 1: 6.25 ACCA/CAT Eval 2: 6.30	Average lecturer evaluations were as follows: JJ2021 BA Evaluation 1: 6.35 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: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+ JD2022 BA Evaluation 1: 6.0+ BA Evaluation 2: 6.0+ ACCA/CAT Eval 1: 6.0+ ACCA/CAT Eval 2: 6.0+
2. Peer evaluation observations by the Faculty's Council members and IQA evaluations score lecturer quality, lesson delivery, supporting materials, as well as the effectiveness of alignment of expected learning outcomes, lessons, and teaching methods and assessments.	Overall score: ACCA/CAT Lecturers = 6.43 BA Lecturers = 6.38	Overall score: ACCA/CAT Lecturers = not conducted. BA Lecturers = 6.36	Overall score: ACCA/CAT Lecturers = 6.60 BA Lecturers = 6.59	Overall score: ACCA/CAT Lecturers = 6.78 BA Lecturers = 6.70	Overall score: ACCA/CAT Lecturers = 6.1+ BA Lecturers = 6.1+
3. Average bachelor student self-study hours per lecture hour.	1.09	1.18	1.12	1.08	1.4

4. International pass rates for exams embedded in the bachelor program.	Pass rates $\frac{1}{2}$ or more of international pass rates for 5/7 subjects.	Pass rate $\frac{1}{2}$ or more of international pass rates for 3/7 subjects in JJ19 and 5/7 subjects in JD19.	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 6 out of 7 subjects.
5. International pass rates for professional certification exams not embedded in the bachelor program.	2018 Pass rates $\frac{2}{3}$ or more of international pass rates for 7/10 subjects.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects in JJ19 and 8/9 subjects in JD19.	Pass rates $\frac{2}{3}$ or more of international pass rates for 7/9 subjects.	Pass rates 2/3 or more of international pass rates for 12 out of 12 subjects.	Pass rates 2/3 or more of international pass rates for 8 out of 10 subjects.
6. Student evaluation of the integrity of exams.	JJ18 Midterm: 6.36 JJ18 Final: 6.42 JD18 Midterm: 5.58 JD18 Final : 5.85	JJ19 Midterm: 6.34 JJ19 Final: 6.00 JD19 Midterm: 5.67 JD19 Final: 6.27	JJ20 Midterm: 6.36 JJ20 Final: 5.81 JD20 Midterm: 6.25 JD20 Final: 6.20	JJ21 Midterm: 5.74 JJ21 Final: 6.17 JD21 Midterm: 6.18 JD21 Final: 6.29	JJ21 Midterm: 6.1+ JJ21 Final: 6.1+ JD12 Midterm: 6.1+ JD21 Final : 6.1+
7. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year 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 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	2018 Result	2019 Result	2020 Result	2021 Result	2022 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	To achieve
3. Percentage of lecturers who attended or participated in industry conferences, workshops.	1 or more workshops = 90% 2 or more workshops = 55% 3 or more workshops = 45%	1 or more workshops = 31/34 = 91% 2 or more workshops = 23/34 = 68% 3 or more workshops = 15/34 = 44%	1 or more workshops = 13/16 = 82% 2 or more workshops = 8/16 = 50% 3 or more workshops = 6/16 = 38%	1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	1 or more workshops = 90%+ 2 or more workshops = 50%+ 3 or more workshops = 30%+

4. Percentage of Foundation Year lecturers who have introduced real-world application via local case studies, research assignments, and guest lecturers.	80%	22/25 = 88%	14/16 = 88%	95%	100%
5. Percentage of lecturers who have met with key industry employers.	1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	1 or more key employer: 29/34 = 85% 2 or more key employers: 19/34 = 56% 3 or more key employers: 14/34 = 41%	1 or more key employer: 12/16 = 75% 2 or more key employers: 8/16 = 50% 3 or more key employers: 5/16 = 31%	1 or more key employer: 90% 2 or more key employers: 50% 3 or more key employers: 31%	1 or more key employer: 90% 2 or more key employers: 70% 3 or more key employers: 50%

OBJECTIVE #3

Develop both the technical knowledge and pedagogical skills of lecturers.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 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.	75%	30/34 = 88%	15/16 = 94%	90%	100%
3. Percentage of lecturers who have completed a self- assessment and self-development plan.	100%	87%	100%	100%	100%
4. Percentage of lecturers who have undergone a one-on-one pedagogical evaluation with direct feedback.	Adjunct lecturers: 100% Full-time lecturers: 100% Excluding trustees	Adjunct lecturers: Not conducted Full-time lecturers: 100%	Adjunct lecturers: 70% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%	Adjunct lecturers: 50% Full-time lecturers: 100%
5. Percentage of lecturers who have participated in teacher development workshops.	One workshop: 83% Two workshops: 67% Three workshops: 50%	One or more workshop: 33/33 = 100% Two workshop: 21/33 = 64%	One or more workshop: 13/16 = 81% Two workshops: 7/16 = 44%	One workshop: 100% Two workshops: 100% Three workshops: 100%	One workshop: 100% Two workshops: 75%+ Three workshops: 25%+

FOUNDATION YEAR DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Average student evaluation of lecturer quality on a scale of 1-7.	JJ2018 Evaluation 1: 6.20 Evaluation 2: 6.40 JD2018 Evaluation 1: 6.30 Evaluation 2: 6.45	JJ2019 Evaluation 1: 6.25 Evaluation 2: 6.24 JD2019 Evaluation 1: 6.35 Evaluation 2: 6.33	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: 6.2+ Evaluation 2: 6.2+ JD2022 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.	Overall Score: 6.44	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+ JD22 = 6+
3. Average Foundation Year student self-study hours per lecture hour.	1.18	0.95	1.13	1.15	1.4
4. Student evaluation of the integrity of exams.	JJ2018 midterm: FY only: 6.13 JJ2018 final: FY only: 6.27 JD2018 midterm: FY only: 6.47 JD2018 final: FY only: 6.37	JJ2019 midterm: FY only: 6.26 JJ2019 final: FY only: 6.26 JD2019 midterm: FY only: 6.07 JD2019 final: FY only: 6.07	JJ2020 midterm: FY only: 6.21 JJ2020 final exam: FY only: 5.82 JD2020 midterm exam: FY only: 6.05 JD2020 final exam: FY only: 6.30	JJ2021 midterm: FY only: 6.22 JJ2021 final exam: FY only: 6.24 JD2021 midterm exam: FY only: 6.36 JD2021 final exam: FY only: 6.32	JJ2021 midterm: FY only: 6+ JJ2021 final: FY only: 6+ JD2021 midterm: FY only: 6+ JD2021 final: FY only: 6+
5. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92%	First year entering second: 93%	First year entering second: 85%	First year entering second: 85%	100%

6. Evaluation of alignment of expected program learning outcomes, expected course learning outcomes, expected lesson learning outcomes, teaching methods, and assessments.	Achieved	Achieved	Achieved	Achieved	To achieve
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OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 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 attended or participated in industry conferences and workshops.	1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22%	1 or more workshops: 10/12 = 83% 2 or more workshops: 6/12 = 50% 3 or more workshops: 5/12 = 42%	1 or more workshops: 5/11 = 45% 2 or more workshops: 3/11 = 27% 3 or more workshops: 2/11 = 18%	67%	100%
4. Percentage of Foundation Year lecturers who have met with key industry employers.	1 or more key employer: 89% 2 or more key employers: 78% 3 or more key employers: 56%	1 or more key employer: 9/12 = 75% 2 or more key employers: 6/12 = 50% 3 or more key employers: 5/12 = 42%	1 or more key employer: 5/11 = 45% 2 or more key employers: 4/11 = 36% 3 or more key employers: 3/11 = 27%	1 or more key employer: 42% 2 or more key employers: 42% 3 or more key employers: 0%	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 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.	78%	8/12 = 67%	10/11 = 91%	80%	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.	100%	Adjunct lecturers: 0% Full-time lecturers: 100%	Full time lecturers: 100%	Full-time lecturers: 80%	100%
5. Percentage of Foundation Year lecturers who have participated in teacher development workshops.	1 workshop: 90% 2 workshops: 80% 3 workshops: 70%	1 workshop: 13/13 = 100% 2 workshops: 10/13 = 77%	1 workshop: 10/11 = 91% 2 workshops: 8/11 = 72%	1 workshop: 80% 2 workshops: 60% 3 workshops: 50%	1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

OBJECTIVE #4

Develop CamEd Admissions English Tests.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Develop the English Admission Test (Grammar, Vocabulary, Reading)	NA	NA	One Admission test.	Achieved	5 Admissions test
2. Develop the English Entrance test focusing on writing (Official Entrance Exam)	NA	NA	Not Achieved.	Achieved	To achieve

RESEARCH COMMITTEE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Number of research papers submitted by faculty.	17	JJ2019: 11 JD2019: 14	Literature Reviews:16 Final Papers: 23	Literature Review: 28 Final Papers: 24 Research papers submitted for the Symposium Book (faculty and staff members): 6	18
2. Percent of faculty submitting research papers.	30% of full time faculty 17 papers submitted	31% of BA faculty 18% of adjunct faculty 11 articles to be published in JJ19 and 14 articles to be published in JD19.	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	55%
3. Average peer evaluation scores on a scale of 1-7.	5.33	5.54	6.11	5.77	6.2
4. Number of student research papers submitted to internal or external conferences or journals	NA	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	15
5. Average number of article citations (citations by other researchers) and views per published research paper.	NA	NA	NA	Citation: 3 View: 20	3-5

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Number of faculty writings or research published in external publications, presented at conferences or quoted in the local press.	14	12	10	22	30
2. All research is published online as well as in hard copy.	Achieved	Achieved	Achieved	Achieved	Achieved
3. Number of public conferences presenting student and faculty research hosted by CamEd.	NA	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	4

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Conduct a research committee election.	No election was held.	Election was held at the lecturer meeting on January 13, 2019.	No election was held.	No election was held	No election currently planned as focus is on development of existing procedures and data capture
2. Lecturer evaluation of ease of conducting research, fairness in publication, and fairness in awarding grants on a scale of 1-7.	6.05	5.74	5.96	6.18	6.2

LEARNING SUPPORT CENTER

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide high quality support to lecturers and students.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Average LSC department evaluation on a scale of 1 - 7 appraised by lecturers and students.	5.95	5.71	6.11	6.19	6+
2. End of year, ratio of bachelor program academic staff to LSC staff.	2.15:1 (28/13)	2.85:1 (40/14)	2.33:1 (28/12)	2.33:1 (35/15)	1.5:1
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, adhered to the curriculum, and prepared for students in a timely manner.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Have lecture notes submitted to LSC and passed to the graphic designer before the start of each term.	Achieved	Achieved	Achieved	Achieved	To achieve
2. Have lecture notes cross-checked against the course specification before having them printed or delivered.	Achieved	Achieved	Achieved	Achieved	To achieve
3. Ensure lessons, assessment and materials conform to the course specification.	Achieved	Achieved	Achieved	Achieved	To achieve
4. Percentage of BA lecturers, who have introduced real-world app via local case studies, research assignments, and guest lecturers	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 80%	Foundation Year lecturers: 75% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 82% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%
5. Evaluation score of the quality of lecture notes on a scale of 1 - 7.	JJ2018: 6.56 JD2018: 6.67	JJ2019: 6.30 JD2019: 6.00	JJ2020: 6.63 JD2020: 6.63	JJ2021: 6.33 JD2021: 6.33	JJ2022: 6+ JD2022: 6+

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Date of conducting faculty evaluation for 100% of courses.	JJ2018 (achieved) Evaluation 1: February Evaluation 2: May JD2018 (achieved) Evaluation 1: August Evaluation 2: October	JJ2019 (achieved) Evaluation 1: February Evaluation 2: May JD2018 (achieved) Evaluation 1: August Evaluation 2: October	JJ2020 (achieved) Evaluation 1: February Midterm evaluation: April (due to the drastic transition from physical to online class) Evaluation 2: May JD2020 (achieved) Evaluation 1: August Evaluation 2: October	JJ2021 (achieved) Evaluation 1: Feb Evaluation 2: Apr JD2021 (achieved) Evaluation 1: Aug Evaluation 2: Oct	JJ2022 Evaluation 1: Mar Evaluation 2: May JD2022 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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Date of preparing and reviewing exams for alignment with course learning outcomes (CLOs), and delivering exams.	JJ2018 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2018 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2019 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2019 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	JJ2020 (achieved) Draft midterm: February Midterm: March Draft final: May Final: June JD2020 (achieved) Draft midterm: August Midterm: September Draft final: November Final: December	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 Draft midterm: Mar Midterm: Mar & April for FY only Draft final: May Final: June JD2022 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.	JJ2018 midterm: FY only: 6.13 BA (excluding FY): 6.61 JJ2018 final exam: FY only: 6.27 BA (excluding FY): 6.57	JJ2019 midterm exam: FY only: 6.26 BA (excluding FY): 6.02 JJ2019 final exam: FY only: 6.26 BA (excluding FY): 6.24	JJ2020 midterm exam: FY only: 6.21 BA (excluding FY): 6.36 JJ2020 final exam: FY only: 5.82 BA (excluding FY): 5.81	JJ2021 midterm: FY only: 6.21 BA (excluding FY): 6.32 JJ2021 final exam: FY only: 5.82 BA (excluding FY): 5.81	JJ2022 midterm: FY only: 6+ BA (excluding FY): 6+ JJ2021 final exam: FY only: 6+ BA (excluding FY): 6+

	JD2018 midterm: FY only: 6.47 BA (excluding FY): 5.86 JD2018 final exam: FY only: 6.37 BA (excluding FY): 6.12	JD2019 midterm exam: FY only: 6.07 BA (excluding FY): 6.02 JD2019 final exam: FY only: 6.07 BA (excluding FY): 6.11	JD2020 midterm exam: FY only: 6.05 BA (excluding FY): 6.25 JD2020 final exam: FY only: 6.30 BA (excluding FY): 6.20	JD2021 midterm exam: FY only: 6.28 BA (excluding FY): 6.10 JD2021 final exam: FY only: 6.26 BA (excluding FY): 6.27	JD2022 midterm exam: FY only: 6+ BA (excluding FY): 6+ JD2022 final exam: FY only: 6+ BA (excluding FY): 6+
3. Feedback results for exams are given to the students in a timely manner.	JJ2018 midterm: Apr JJ2018 final: Jul JD2018 midterm: Oct JD2018 final: Jan 2019	JJ2019 midterm: Apr JJ2019 final: Jul JD2019 midterm: Oct JD2019 final: Jan 2020	JJ2020 midterm: Apr JJ2020 final: Jul JD2020 midterm: Oct JD2020 final: Jan 2021	JJ2021 midterm: Apr JJ2021 final: Jul JD2021 midterm: Oct JD2021 final: Jan 2022	JJ2022 midterm: Apr and May for FY only JJ2022 final: July JD2022 midterm: Oct JD2021 final: Jan 2023

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Give cheating students a warning letter for a first offence notice for attendance, quizzes, homework or assignments. If a second offense, give an auto failing notice.	Achieved	Achieved	Achieved	Achieved	To achieve
2. For exams, give an auto failing notice to the cheating students for a first offense.	Achieved	Achieved	Achieved	Achieved	To achieve

OBJECTIVE #6

Ensure the productivity, development and cooperation of LSC members.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. LSC staff are productive, as measured by an appropriate number of classes/LSC team members.	JJ2018: 13.7 JD2018: 11.8	JJ2019: 14.33 (172/12) JD2019: 14.33 (172/12)	JJ2020: 16.25 JD2020: 15.67	JJ2021: 13.07 JD2021: 12.13	JJ2022: 11 JD2022: 11
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.	6.08	6.34	6.42	6.59	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?"	6.12	6.81	6.58	6.67	6+
4. Average score for self appraisal to the question "Are you challenged by your work?" on a scale of 1-7.	6.41	6.64	6.40	6.49	6+
5. LSC staff will study CAT/ACCA at CamEd, with passing exam scores.	- Lyhong: CBL (passed) - Sonon: F7 (passed) - Udam: F7, F8, F9(passed) - Kanika: MA1 (passed) - An Sita: MA1 (passed)	- Sonon: CTax & F9 (passed), F5 (passed) - Nika: FA1 & FAU (passed), FFM (passed) - Chanthea: FAU (passed) , FFM (passed) - Bunna: F2/FMA (No exam) - Sokunneath: FA1 (passed)	- Sokunneath: FA1-2 & FFA, MA1-2(Passed) - Nika: FA2 & FFA, F1 (Passed) - Chanthea: FA1-2, F2-3, MA1-2, CTax (Passed)	- Neath: Completed CAT - Nika: Completed CAT - Reaksmey passed CTX, IFRS for SMEs, CIFRS for SMEs	- Neath: F5, F9 - Nika: - Bunna: - Ly: FFM - Srun: CTX, CBL
6. LSC staff will study English at ACE, with a pass result.	- Cheoun Narin: GEP, L12 (passed) - Yem Sai: GEP, L12 (passed) - Chan Somaniza: GEP, L12 (passed) - Phorn Lyhong: GEP, L11A (passed) - Bora: L6	- Lyhong: ACE (completed Level 12) - Chanthea: ACE (graduated) - Nika: GEP, L11B - Bora: GEP, L9A	- Reach Saysobora: GEP L9A (before Covid-19) - Nika didn't enroll due to Covid-19	ACE training was not available	ACE scholarship is not available
7. LSC staff will enroll in a master program/PhD related to education management	- Nop Sonon Graduated MBA at NUM	- Yem Bunthorn: master of education at RUPP - Chan Somaniza: master of education at RUPP - An Sita: master of education RUPP or TESOL at PUC	- Yem Bunthorn: MEd at RUPP (terms 3 - 4) - Chan Somaniza : MEd at RUPP (Terms 3 - 4) - An Sita: Master at IFL, RUPP (Term 1)	- Bunthorn & Niza: Completed MEd at RUPP - An Sita: Pursuing MA at IFL - Phalin : Pursuing MEd at RUPP - Lyhong: Pursuing MIB at NUM	- Meng: MIB at NUM - Sita: Continues MA at IFL - Phalin: Continues MEd at RUPP

8. Number of LSC staff attending relevant external training to enhance delivery of higher education services.	AUN-QA Tier 1: 6 people AUN-QA OBE: 1 person MOEYS HED training: 1 person Training on Alignment of LO & Teaching and Learning Assessment Methods & Grading Rubrics: 11 people Training on customer service: 3 people	AUN-QA Tier 1: 3 people AUN-QA Tier 2: 3 people OBE: 1 person Edu Conference: 2 people	2 Staff (Bora & Chhaly) attended 'Photographies Conference' on 16 - 17 January 2020 in Singapore None went to ACC & Ministry training	- An Sita: completed Online OBE training with AUN - Bora & Chhaly moved to Admission department	Online AUN-QA training
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LIBRARY DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide effective services, management and assessment.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Evaluations scores on a scale of 1-7	6.03	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+
2. Team member engagement score on a scale of 1-5	6.31	4.5	4.1	To be conducted in September	4.5+
3. Access of (Kaplan) CAT & ACCA books in online resources in the CamEd App.	NA	NA	NA	- Achieve posted in CamEd Google Drive and Hosted in CamEd Business Library E-book website.	To achieve
4. Apply AI Technology in the library service	NA	NA	This was adopted on FAQ handout, we plan to make a short video and convert it into AR video for students to scan to experience lively instructional FAQs and Answers.	- Achieve 4 video produced (2 with Blippar app and another 2 with : ARientation app)	1
5. Develop and Coordinate Open Access on students research hosting in the library website	NA	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)	To achieve

6. Building Statistic Report on Overall Service & Resource Usage	NA	Achieve with Reports on computer usage, tablet usage, check-outs, patrons	Achieved - Reports on computer usage, tablet usage, check-outs, patrons for 2020.	To be conducted in December	To achieve
7. Department Assessment Report (Physical library & Online library survey to students & lecturers)	NA	3.70 (Scale 1-5)	3.81 (Scale 1-5)	To be conducted in September	4.0+

OBJECTIVE #2

Develop and Enhance Research and Reference Services.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Creating an instructional book featuring library orientation, library instruction, programs, and assessment.	10+ Posters created	10+ Posters created	50% completed - Update New Library - 1 Library Information Instructional Book - 5 Posters produced on Research Guides and Information Literacy by Oct 2020	Achieved 36*2 digital content created posted in CamEd Reading Club & CamEd Business Library Facebook Page	To achieve
2. Provide on demand advising on research skills & information literacy.	NA	Achieved with book finding and searching resources via library databases.	Achieved - insert in library orientation to all BA intake students, and completed produce master plan for RSD	Achieved 10 students in January 15 students in April 10 academic staff in April and May	10+
3. Number of training sessions or videos on how to use the library, locate materials and do research via OPAC and databases.	500 BA foundation students received instruction via training sessions	600 BA foundation students received instruction via training sessions + 1 orientation video	Achieved - 551 BA foundation students received instruction via training session + library orientation video.	Achieved - 650 BA foundation students received instruction	600+ students
4. Number of online articles, book reviews, and event reports produced.	3/2=150%	5 book reviews 5 online articles	Achieved - 10 Book Summaries - 10 Online articles - Welcome Coach Corner program	Achieved - 5 Book Summaries - 5 Educational Articles	10+

5. Number of MOUs	NA	International: 0 Local: 4	Achieved 4. Local Hun Sen Library for Cambodian Studies Subject PUC - American Corner for English Story Books CKS Library for History Books RULE Library for Law Subject 1. International from RMIT OER Libguides for Academics links to LMS OER For Students as learners	Achieved-Inter-Library Loan and Document Delivery Service (ILL & DDS) 5 Local 1 International	4+
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Number of outreach events to promote library and reading	1/1	3	Events was cancel as COVID-19 Outbreak	Achieved As of 25 June, 2021, the library conducted 6 events.	5+
2. Number of participants in the book/reading club	25/20 members of reading club	5 ambassadors Team working on media including promotional videos and facebook post	Achieved	Achieved 10 book ambassadors	5+ ambassadors
3. Production of a video on library usage, services, benefits, and outcomes	NA	10+ video achieved	10+ video achieved	Achieved 25 video produced as of 25 June, 2021	10+ videos
4. Number of student engagement activities conducted	3/1	4	3	Achieved 6	

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Twitter account for up to date new discovery trending related to information technology, library and resources	NA	1	Achieved	2	1+
2. Number of memberships of CLA (Regional), & ALA, ACRL, and IATUL (International).	1/1	2	Achieved 1 for CLA Membership 1 for IATUL (IATUL SIG-ALICE Coaching Program)	To be achieved	2+

3. Number of case study sessions	1 Meeting Held	4	50% completed - ISO training sharing - Library Book Meeting Catch Up	To be achieved	4+
4. Number of books read and reviewed by each librarian.	2 Blogs Post	10	Achieved Ref. Part B. Library Blog Post	Achieved 10	10+
5. Number of open access research/journal articles published by each librarian.	NA	1	To achieved - Research Title: "Right to Access to Digital Resources and Services on the Use of Technology: An Interpretation of the Academic Libraries in Cambodia"	Achieved 1	1+
6. Number of local and international training, online courses, webinars, conferences and workshops.	3	1 webinar 10 local training/workshops/events No online learning course	Achieved 1 ISO Training: Cost Quality Control - 9 online webinars: - SIG-ALICE Coaching programme monthly catch up @ Fri Jan 3, 2020 - RSD introductory workshop @ Wed Jan 15, 2020 - (SIG ALICE meeting) @ Wed Feb 19, 2020 - CamEd Zoom meeting @ Thu Mar 19, 2020, @ Wed Apr 22, 2020, @ Thu Apr 30, 2020, @May 21, 2020 - Zoom@CEBS Library Skills Program Review @ Wed Jun 24, 2020 - Zoom Training Managing References with Mendeley: - A workshop for CamEd Business School Library (IATUL SIG-Alice Program) @ 7th July 2020	To be achieved	10+
7. Number of staff study Master/CAT/ACCA/ Diploma.	NA	Socheat & Roseka: FA1 Roseka : Finished MBA	NA		1

DEPARTMENT OF FINANCE

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
The average appraisal score done by lecturers and students, on a scale from 1 - 7	Lecturers: 6.35 Students: 6.09	Lecturers: 6.17 Students: 5.32	Lecturers: 6.22 Students: 6.10	Lecturers: 6.48 Students: 5.89	Lecturers: 6+ Students: 6+ Support Staff: 6+

OBJECTIVE #2

Prepare audited financial statements in accordance with IFRS.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Completion date of financial statements	Mar 2018	Feb 2019	Jan 10, 2020	Jan 12, 2021	Jan 15, 2022
Date of issuance of audit report	Delayed	Sep 05, 2019	Feb 28, 2020	Mar 15, 2021	Mar 15, 2022

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Date of completion of annual budget preparation	NM	NM	NM	Dec 2021	Dec 2022
Date of completion of annual budget report	Apr 03, 2018	Mar 10, 2019	Feb 2020	Mar 2021	Mar 2022
Date of submission of annual tax return to GDT	Achieved	Mar 31, 2019	Mar 2020	Mar 2021	Mar 2022
Date of completion for draft mid-year financial report	Not achieved	Aug 2019	Jul 2020	Aug 2021	Aug 2022
Date of completion for draft mid-year budget report	Nov 06, 2018	Aug 2019	Jul 2020	Aug 2021	Aug 2022

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Total annual cost of goods or services purchased not in Approved Vendor Report (AVR)	Not Achieved	Not Achieved	Less than \$100,000	Not Yet Available	Non approved vendors purchases less than \$200,000
Total Payment Vouchers (PV) produced each year	1,272 PV	1,751 PV	1,310 PV	Not Yet Available	1,500 PV
Days Payable Outstanding (AVG AP / Credit Purchase) x 365 days	35 Days	42 Days	13 days	Not Yet Available	30 Days +

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Annual increase of cash collection	6.02% \$6,537,299	3.5% \$6,756,862	\$6,985,721(3%)	Not Yet Available	5%+
Annual percentage increase of investment amount	15.74% \$3,428,807	43% \$4,901,752	\$6,688,750 (36%)	Not Yet Available	5%+
Annual percentage increase of interest earned	32.59% \$264,056	+7.22% \$283,123	\$344,021 (22%)	Not Yet Available	5%+

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
On time communication of early fee promotion to students in 2019	JJ2018: April 03, 2018 JD2018: August 31, 2018	JJ2019: March 14, 2019 JD2019: September 10, 2019	JJ20: 26 Mar 2020 JD20: 31 Aug 2020	JJ21: N/A JD21: Aug 27, 2021	JJ22: Mar 31, 2022 JD22: Aug 31, 2022
Number of students paid by 3 months and 9 months earlier.	3 months earlier: 451 9 months earlier: 171 Total: 622	3 months earlier: 445 9 months earlier: 153 Total: 598	3 months: 288 9 months: 70 Total: 358	3 months earlier: 107 9 months earlier: 74 Total: 181	3 months earlier: 300+ 9 months earlier: 100+ Total: 400+
Total fees received for the whole promotion Champaign	3 months earlier: \$639,442 9 months earlier: \$452,457 Total: \$1,091,899	3 months: 4%, \$677,492 9 months: 6%, \$480,637 Total: 6%, \$1,158,129	3 months: Not Achieved (\$465,374) 9 months: Not Achieved (\$243,221) Total: \$708,595	3 months: \$348,816 9 months: \$134,881 Total: \$483,697	3 months: 5%, \$711,367 9 months: 5%, \$504,669 Total: 5%, \$1,216,035

OBJECTIVE #7

Effective and efficient AR control.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Date of invoice delivery to students each term	JJ18: February 19, 2018 JD18: August 15, 2018	JJ19: February 09, 2019 JD19: August 02, 2019	JJ20: 03 Feb 2020 JD20: 04 Aug 2020	JJ21: Feb 2021 JD21: Aug 2021	JJ22: Feb 2022 JD22: Aug 2022
Bad debt written off each term is minimal	JJ18: \$5,603 JD18: \$3,383	JJ19: \$3,000 JD19: \$3,000	JJ20: \$11,865 JD20: \$3,303	JJ21: \$10,627 JD21: Not Yet	JJ22: Less than \$7,000 JD22: Less than \$7,000
Average days receivable outstanding (AVG AR / Credit Sale) x 365 days	39 days	29 days	31 days	Not Yet	30 days
Number of payment methods available to students	(3) Direct / Wing / Bank	Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	(4) Direct / Wing / CIMB / ABA	4+
Amount of fees received by banking or other services such as bank transfer, etc.	\$62,979	\$946,846	\$2,767,888	Not Yet	\$5M+

OBJECTIVE #8

To enhance efficiency and productivity by developing and regularly updating online budgeting, procurement and payment processes.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Initial discussion on system development with IT Department	N/A	N/A	N/A	N/A	Dec 31, 2021
Possible solutions provided by IT Department	N/A	N/A	N/A	N/A	Jan 15, 2022
Selection of proposed system (Internally customized system or off-the-shelf system)	N/A	N/A	N/A	N/A	Jan 31, 2022
System testing	N/A	N/A	N/A	N/A	May 31, 2022
System implementation	N/A	N/A	N/A	N/A	Jul 01, 2022

OBJECTIVE #9

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
The average peer appraisal score done by each employee, on a scale from 1 - 7	6.22	6.23	6.17	6.31	6+
The average management appraisal score done by manager, on a scale from 1 - 7	6.50	6.81	6.72	6.63	6+
Number of training events or conference attended relating to accounting, finance and tax throughout the year	7	8	6	Not Yet	6+
Number of sharing sessions conducted internally by each team in the department of finance	4	8	6	Not Yet	6+
Number of employee taking MBA / PHD, passing final semester exams	3 (MBA) Keat Marath (Started) Khut Sophanna (Started) Phalla Thida (Started)	3 (MBA) Keat Marath (Graduated) Khut Sophanna (Graduated) Phalla Thida (Graduated) Chan Sokleakena- (Started)	1 (MBA) Chan Sokleakena (Pursuing)	1 (MBA) Chan Sokleakena (graduated)	2 (MBA) Sorn Tithynika Prum Sothida

Number of employee taking CamEd Program, with passing scores			- Chan Sokleakena (passed F7) - Khut Sophanna (passed FFM) - Sorn Tithynika (graduated CAT) - Prum Sothida (graduated CAT and passed CTAX)	Not Yet	2+: Keat Marath (SBR, AFM) - Chan Sokleakena (AA, FM) - Khut Sophanna (IFRS for SMEs, CBL,AA)
Number of employees to attend short courses				Not Yet	5+ - Keat Marath (GDT TAX, Digital Innovation for Finance, Data Analytics) - Chan Sokleakena (GDT TAX, Digital Innovation for Finance) - Khut Sophanna (Digital Innovation for Finance) - Other relevant workshop during the year

CAREER SERVICES AND STUDENTS ADVISING DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Help BA/CAT/ACCA graduates gain employment.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Fourth year student average evaluation of Career Services on a scale of 1 - 7	5.78	6.37	6.19	6.13	6+
2. 2020 Graduate evaluation of employment quality	76.7% bachelor degree graduates ranked their present employment as "good" or "excellent"	94% bachelor degree graduates ranked their present employment as "good" or "excellent"	62% of bachelor degree graduates rank their present employment as "good" or "excellent"	61.19% graduates evaluate on their employment as "good" or "excellent" 67/373	65%+ bachelor degree graduates rank their present employment as "good" or "excellent"
3. Percent of fresh graduates employed within three months of finishing studies.	As of March 30, 2019 BA: 91.96%	As of March 18, 2020 BA: 91%	As of Feb 05, 2021 BA: 88%	As of March 30, 2022 BA: 85% (not yet)	As of March 30, 2023 BA: 85%
4. Number of resume training sessions	3	3	2	2	
5. Percent of 3rd year students who do a mock interview	88.46%	0%	81%	89%	80%+
6. Number of sharing sessions from CamEd alumni and graduates	2: 1. Tax Consultant 2. School Club experience	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	2
7. Number of times CSSA arranges guest speakers present to CamEd classes on relevant subjects.	NA	1. Prudential (BUE & Team Psycho) 2. AIA (F9) 3. CBL Company (BFI & IFRS) 4. Hyandai (BFI & IFRS) 5. Unilever (BFI & IFRS) 6. CIMB Bank (F9)	ABA to BFI class Due to Covid, we do not have physical classes and companies did not want to join online classes.	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	7+

8. Number of students joining internal and external debate competitions and public speaking.	Internal: 30 External: 5	- Internal CamEd Debate and Speaking: 98 - JCI Debate: 35 - ACE CamDebate: 45 - President Debate & Presentation: 130	-President Debate Debate: 24 Presentation: 35 External: None	President's Debate and Presentation 1. Debater: 21 2. Presentation: 23	President's Debate: 50+ External 10+
9. For all incoming and exiting students: Measure life goals and emotional intelligence.	NA	NA	NA	Identify the assessment instrument for use in 2022.	

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Employer evaluation on career services department on scale of 1 - 7	6.5	71% of employers described CSSA provides good support, Tracer Report 2019	81% of employers rank CSSA good or excellent (Result get from Tracer report 2020)	70% of employers described CSSA provides good or excellent support (tracer study)	70%+ of employers described CSSA provides good or excellent support (tracer study)
2. Average percent of big four new hires who are CamEd students	Average: 81% PwC=85% Deloitte=90% EY=78% KPMG= 70%	Average: 70% PwC= 71% Deloitte= 88% EY= 82% KPMG= 40%	Average: 79.5% PwC= 70% Deloitte= 79% EY= 84% KPMG= 85%	Average: 70%+ PwC: 90% Deloitte: 73% EY: Pending KPMG: 54%	Average: 60-70% PwC Deloitte EY KPMG
3. Number of relevant companies whom CSSA has met and introduced career services. How many new meet? # of new companies that we have worked through email	5: All, FII, Prudential, VCA, PPCC	5:	Due to Covid, companies do not allow for any physical meeting. *We only could met - 3E-fii - Prince Bank *Introduced through phone & email: 47	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	8+
4. Number of workshops conducted by employers	10	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	5+

5. Number of public forums related to relevant careers and number of employers placing booths at the forums	2: 1. Accounting/ Audit 2. Banking/ Insurance Employer booths: 1. 10 2. 7	2: 1. Careers in Accounting, 12 booths 2. Banking/ Insurance, 10 booths	Not achieved. We couldn't do due to Covid-19	1. Virtual Careers in Accounting, 13 career booths 2. Virtual Banking and Insurance 2021 6 booths	1. Careers in Accounting 2. Banking and Insurance Forum
6. Percent of students who stay at least one year with their first job placement	NA	NA	NA	From 292/365 192 (65.98%) = Yes 99 (34.02%)= No	55%+

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Number of international study tours, number of participants, and student evaluation on a scale of 1-7.	1. Thailand, 49 students, 6.21 2. Hong Kong (Not Achieved)	1. Hong Kong, 24 students, 6.72 2. SG & KL, SFF 2019, 43 students, 5.63	Not achieved due to Covid 19	Locked down, could not travel	Thailand, 30pax
2. Number of local study tours and number of participants, and student evaluation on a scale of 1-7.	1. Olympia City 2. Council of Ministers 3. Heineken Factory	1. Amru rice 2. Chip Mong Insee 3. OCIC Project 4. 2 Times at Heineken	1. Heineken Factory 2. Vital company	Due to covid, companies did not allow to have a physical visit	3+

OBJECTIVE #4

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Student evaluation of Student Advising from students receiving academic consultation on a scale of 1-7	NA	6.3	6.19	JJ2021: 6.52 JD 2021: 6.2 Average: 6.4	JJ2022: 6+ JD 2022: 6+ Average; 6+
2. Retention rate as measured by percent of students continuing to the new academic year.	First year entering second: 92% Second year entering third: 95% Third year entering fourth: 96%	First year continuation: 93% Second year continuation 86% Third year continuation: 92%	First year continuation: 85 % Second year continuation: 95% Third year continuation: 96%	First year continuation: 85 % Second year continuation: 95% Third year continuation: 96%	First year continuation: 85 % Second year continuation: 92% Third year continuation: 97%

3. Percent of students with failures in the previous term contacted for consulting on academic performance.	Emailed: 400/400 = 100% Met in person or by phone: 237/400 = 59%	Emailed: 260/260 = 100% Met in person or by phone: 155/260 = 59%	Emailed: 379/379 = 100% Met in person or by phone: JJ : 132/182 =72% JD: 129/197 =65%	Emailed: 462/462 = 100% Met Virtually or by phone: JJ : 165/215 = 77% JD: 195/247 = 79%	Emailed: 100/100 = 100% - Met in person or by phone:70% - Two or more reports on advisory annually
4. Number of tutors to support underperformance students' academic life	NA	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: by the end of Dec	No of active tutors: JJ2022: 10+ JD 2022: 10+ No of Students: JJ2022: 100+ JD 2022: 100+ Evaluation: 6+

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Student evaluation of student clubs on a scale of 1-7.	5.76	5.84	6.06	6.15	6+
2. Number of students who are members of clubs, excluding the student government.	113	270	362	517	350+
3. Number of activities organized by all student clubs.	13	15	29	69 (as of Nov 2021)	40+

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Student evaluation of sporting activities on a scale of 1-7.	5.68	5.29	6.28 (Athletic Championship)	N/A	6+
2. Number of teams in the Women's Futsal Tournament.	20	24	N/A	N/A	12
3. Number of teams in the Men's Futsal Tournament.	22	22	N/A	N/A	12

4. Number of students in the Athletics Competition.	155	170	271	N/A	200+
5. Number of teams in the Men's Basketball Tournament.	13	7	N/A	N/A	8
6. Number of teams in the Women's Basketball Tournament.	15	16	N/A	N/A	8
7. Number of 1st, 2nd, and 3rd place medals won in the University Games.	Total medals: 10 Gold: 2 Silver: 2 Bronze: 6	NA No University Cup in 2019	N/A	N/A	10

OBJECTIVE #7

Support students with psychology counseling.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. The number of students using psychological counseling services at least once.	22	37	46 (Mr. Srun Hour - 28, Daan - 13)	94	60+

OBJECTIVE #8

Establish and coordinate a formal alumni association.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Alumni evaluation of CSSA support on a scale of 1-7.	NA	NA	NA	5.6	
2. Number of CamEd alumni joining the first generation of alumni association	NA	NA	NA	49	50+
3. Conduct an annual Alumni charity with evaluation	NA	NA	NA	6.5	6+
4. The number of alumni joining the networking event	NA	NA	NA	Not Archived due to tight schedule and covid situation	50+

OBJECTIVE #9

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. CSSA website accessible for students and employers	Planned career services access and consulted with IT to outsource design.	In progress with IT team	We already created career management in academic system	CSSA website has been updated with many functions	Work with IT to make access to corporated Employers on website

2. Staffs' training and study development	- Cheata: Begin MBA course - Sopha: Passed 2 CAT exams Passed 4 ACE levels	- Cheata: None - Sopha: Studied F2, F3 and FAU (No exam) - Theary: Pass 1 CAT exams FAU	- Cheata: Continue MBA course (1 term) - Sopha: MBA in Education - Theary: Study ACCA 4 papers - Borey: CAT, FA1	Cheata: - JJ2021: Ctax and Continue Master degree in Management at NUM to be finished in May 2022 - Also AUN training Tier 1 Sopha: - Continue studying for a Master Degree in Education at RUPP to finish in December 2021	Cheata: - AUN and Leadership training Theary: - 2022: Master of Accounting - Also AUN training Tier 1 Sopha: - Finish master degree and continue CAT Chansy: - Designing skill and communication training -
				Borey: - MBA to finish in 2022. - Theary: 2021: - Finished FA/ FFA, FMA, FFM Chansy: - Team Building Training - Leadership development short course	Borey: - Continue master degree

ADMISSIONS - PROCESSING

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. For all programs, review and enhance intake policy, and processing procedures, with formal endorsement from executives.	Achieved	Achieved	Achieved	Achieved	March 2022
2. For all programs, review and enhance online and printed communication of admissions information.	Achieved	Achieved	Achieved	Achieved	March 2022
3. Applicant evaluation of quality, efficiency and fairness of the admissions process, on a scale of 1-7.	6.19	5.81	5.97	6.1+	6.1+
4. Percent of bachelor applicants who take an entrance exam and undergo entrance interview in accordance with institute policies.	100%	100%	100%	100%	100%

ADMISSIONS - HIGHER EDUCATION MARKETING PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Average student evaluation on a scale of 1-7	6.09	5.81	5.97	In progress	6.1 +

OBJECTIVE #2

Significantly increase the number of new students.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Number of presentations in public and international high schools and number of student attendees.	Phnom Penh: 40 Province: 28 Attendees: • PP: 6098 • PV: 2243	Phnom Penh: 40 Province: 37 Attendees: • PP: 5445 • PV: 3215	Phnom Penh: 46 Province: 5 Attendees: • PP: 9107 • PV: 4712	Due to Covid-19, we conduct High School online presentation: Phnom Penh: 47 Province: 34 Attendees: • PP: 7974 • PV: 5396	Phnom Penh: 45 Province: 35
Number of BA+CAT applications	• Jan - Jun: 505 • Jul - Dec: 1184 Total: 1689	• 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: 523 (In progress) Total: 767	1600+
Number of new student deposits for the BA + CAT program	• 100% Scholarship: 7 • Paid Student: 739 Total: 746	• 100% Scholarship: 7 • Paid Student: 574 Total: 581	• 100% Scholarship: 8 • Paid Student: 747 Total: 755 (by Mar 16, 2021; In progress)	121 (Updated on Oct 21, 2021)	620+
Number of new students deposits for the BA+CAT program who are foreign students	NA	NA	NA	In progress	15+
Promote the BA + CAT program to existing students.	• Brochure distributed: 43 • Email: 14,661 x 5 • SMS: 51,501 x 8 • In class Presented: 43	• Brochure Distributed: N/A • Email: 77,056 • SMS: 103,223 • In class Presented: N/A	• Brochure Distributed: Suspended due to Covid-19 • Email: 77,056 • SMS: 103,223 • In class Presented: 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: 45 • SMS: 51,501 x 4 • Email: 14,000 x 4 • In Class Presented: 43 • Internal Banner Display 4 times

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Number of awareness and networking events organized and joined.	Organized: 16 Joined: 19	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: 16 Networking Events: 13
Number of letters, emails, meetings, and times that brochure are distributed.	- Promotion Letter: 9,887 - Presented in Chey Thavy and Sisowath:4 - Met HS directors and get HS Data: - Phnom Penh: 28 - Province: 24 - Sharing Session: N/A - BacII Preparation: 2 - Promoting program during Bac II exam and result: 2	- Promotion Letter: 9,249 - Presentation in Chey Thavy and Sisowath:3 - Met HS directors and get HS Data: - Phnom Penh: 40 - Province: 37 - Sharing Session: 3 - BacII Preparation Course: 4 - Promoting program during Bac II exam and result: 2	- Promotion Letter: 3,121 - Presentation in Chey Thavy and Sisowath: Suspend due to Covid-19 - 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: In progress	- Promotion Letter: 4,123 x 2 times - Presentation in Chey Thavy and Sisowath: Suspend due to Covid-19 - 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: In progress	- Promotion Letter: 5000+ x 2 times - Presentation in Chey Thavy and Sisowath: 3 times x 2 days - Meet HS directors and get HS Data: - Phnom Penh: 45 - Province: 35 - Sharing session: 4 - Bac II Exam Preparation Course: 12 - Promoting BA program during Bac II exam and result: 2
Branding image through channel marketing such as digital communication, mass media, and social networks	- Digital Marketing: - Facebook: 335 - Youtube: 5 - PR Article: 24 - Instagram: 335 - Newspapers: 173 - Inserted brochure in Newspaper: 11 - Google Display Network : 26,831 - Display on News Website: 1 size / 6 months; 1 size / 3 months	- 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	- Digital Marketing: - Facebook Page: 282 posts ***Special remarks: Get authorise 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	- Digital Marketing: - Facebook Page: 212 posts (Oct 14, 2021) - Youtube: 15 videos (June 26, 2020) - Media websites (PR Article): 22 posts (Oct 21, 21) - Instagram: 212 posts - Google display network: 1 month - PPP online newsletter (KH+Eng):11 months	- Digital Marketing: - Facebook: 365 - Youtube: 10 - Telegram Channel: 150 - LinkedIn: 150 - PR Article: 16 - Instagram: 365 - Newspapers: 24 - Google Display Network: 12 months - Display on News Website: 4 sizes / 12 months

	• Special Report /Supplement: 6 • Telemar- keting: - SMS: 11,365 x 7 - Email: 13,445 x 7 - Sales Calls: 17,986 • Cambodian Job: 5 • CJCC Displays: 6	- PPP online newsletter (KH+Eng): 419,591 impressions & 1,234 clicked to CamEd page - PPP Website: 128,520 impressions & 85 clicks - Commercial video advertising in Fresh News: 3 months (20 times per day) - Business Cambodia Website: 8,210,160 impressions + 21,860 clicks - Business Cambodia Facebook: 5 months - Thmey Thmey Banner on Website: 2 months - KSP website: 5 months - Inserted brochure in Newspaper: 9 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	- Linked in: 100 - Newspapers: 17 times (Cancel all Contract due to Covid-19) - Google display network: 1 month - PPP online newsletter (KH+Eng): 6 months - PPP Website & Mobile: 6 months - Fresh News E-marketing on Website and Mobile: 8 months - Business Cambodia Website and Facebook: 6 months - KSP Website: 8 months - Inserted brochure in Newspaper: 4 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	- 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 “ឯកសារយុទ្ធសាស្ត្រ”: 27 posts - Insert Brochure in Newspapers : 3 times • Special Report/ Supplement: 1 issues • Cambodia Jobs: Suspend • CJCC Display: Suspend	• Special Report/ Supplement: 10 • Telemarketing: - SMS: 30,000 - Email: 15,000 x 10 - Sales Calls: 15,000 • Cambodia Jobs: 8 • CJCC Display: 12 • Insert brochure in Newspaper: 3
Sufficient budget expenditure on advertising	\$252,104	\$306,434	\$269,564 (As of Nov 1, 20)		

OBJECTIVE #4

Encourage and increase the productivity of representatives.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Regular team meetings to review sales performance, provide guidance and motivation.	Achieved: 12 monthly meetings	40+ weekly meetings	21 meetings	In progress	24+ weekly meetings

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Number of staff trained and training programs.	English Language Ms. Phoeun Sreynoch - ACE Level 9A Ms. Eang Rithychanras - ACE Level 11B Ms. Sao Sokong - ACE Level 7B CamEd Training Ms. Phoeun Sreynoch - Tax Ms. Eang Rithychanras - Tax Mr. Nuon Piseth - Tax Ms. Samoeun Maryna - Tax Specialist Local and International Training: All admission staff joined Customer Service training that was conducted by Capacity Specialists training school on June 25, 2018. Higher Education: N/A International Training: Ms. Sam Sokuntheary-Effective Marketing Strategies(Singapore, Feb 26-27, 2018).	English Language Ms. Phoeun Sreynoch - ACE Level 9B. Mr. Noun Piseth- ACE Level 9B, 10 and 11A Ms. Sao Sokong - ACE Level 9A CamEd Training Ms. Samoeun Maryna - FA2 Ms. Eang Rithychanras - Internal Auditor by ISO Higher Education Ms. Phoeun Sreynoch- Master (Year 2, semester 1) Mr. Nuon Piseth- Master (Term 3) Ms. Van Pichata- Master (Term 1) Mr. Hou Naroth- Bachelor at PUC (Year 1) Ms. Sao Sokong- Master (Year 1, Semester 1) International Training 3 staff (Noun, 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	English Language Mr. Noun Piseth- ACE Level 11B CamEd Training Ms. Samoeun Maryna - MA2 & CTax Ms. Van Pichata - F1 & CTax Specialist Local and International Training Graphic Design: Ms. Sam Sokuntheary, Phoeun Sreynoch, Samoeun Maryna and Reth Kimty Higher Education Ms. Phoeun Sreynoch- Master (Year2, Semester 2 and Master Graduated) Mr. Nuon Piseth- Master (Term 3, 4&5) Ms. Eang Rithychanras- Master (Year 1 - semester 1) Local Conferences/ Training	English Language Mr. Hou Naroth - Business English Program at Cam-Asian 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) To be updated	English Language Mr. Reth Kimty, You Phyrun, Hann Chhally, Reach Saysobora and Ms. Phoeun Sreynoch - Academic Course at ACE Mr. Nuon Piseth, Mr. Nop Manith, Ms. Eang Rithychanras and Ms. Samoeun Maryna - Business Communication Course at ACE Mr. Hou Naroth - English for Professional Purpose at Cam-Asian CamEd Training Mr. Nuon Piseth - FA2 & MA2 Mr. Nuon Piseth - Exam FA1 & MA1 Ms. Phoeun Sreynoch - Cambodian Business Law Ms. Phoeun Sreynoch - Exam CBL

	Chanras, Naroth, Pichata, and Sokong-Selling Techniques to Drive Higher Revenue and Profit (Singapore, Mar 19-20, 2018) Local Conferences and Networking	Ms. Sam Sokuntheary joined EduTech 2019 Conference in Singapore on November 4-7 Ms. Sam Sokuntheary joined “3rd AUN-QA Workshop (Tier 1+) Applied Approach to Designing and Implementing OBE Framework” in Thailand on October 15 - 18 ACC Ms. Sam Sokuntheary joined training workshop in Siem Reap on “Guidelines and Rubrics for National Standards of Accreditation” from June 20-23 EuroCham Breakfast Talk Ms. Sam Sokuntheary joined Breakfast Talk on “Digital & E-Commerce Trends in Cambodia on July 30 EuroCham Training Ms. Pichata and Ms. Chanras joined “Sale & Management Training” on May 10, 2019. 6th InterChamber Networking Event Mrs. Theory, Ms. Chanras, and Ms. Pichata joined on Sep 6, 19	Ms. Sam Sokuntheary Joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined training Program on Research Methods for Beginners on August 24 - September 2, 2020 Mr. Nuon Piseth, Ms. Phoeun Sreynoch and Ms. Eang Rithychanras, joined the training Program on Questionnaire Design on October 21 - 23, 2020. Virtual International Training/ Workshop/ Conference: Ms. Sam Sokuntheary Joined Digital Marketing Training by Digital Marketing Institute (July - November 2020) Ms. Sam Sokuntheary Joined ACBSP 2020 Virtual Conference on June 22-24, 2020		Specialist Local and International Training Ms. Eang Rithychanras, Van Pichata, Nuon Piseth, Nop Manith, You Phyrun and Hou Naroth - Photoshop and Illustrator Ms. Phoeun Sreynoch and Mr. Nop Manith - Digital Marketing at STEP IT Academy Mr. Reth Kimty - Photo shooting class Mr. Hann Chhaly - Diploma of Graphic and Design at STEP IT Academy Mr. Reach Saysobora - Photoshop and Illustrator & Professional Video Editing Higher Education Ms. Eang Rithychanras, and Van Pichata - Master (Year2, Semester 2) Mr. Nuon Piseth - Master of TESOL at IFL (Year 1, Semester 1) Mr. Reth Kimty - Master of Marketing at NUM (Year 1, semester 1 & 2)

			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		Ms. Samoeun Maryna and Mr. Nop Nanith - Master of Business Administration at NUM (Year 1, Semester 1 & 2) Mr. You Phyrun - Master of Economic (Year 1, Semester 1 & 2) Ms. Sam Sokuntheary - Diploma in Business Communication Skills at ACE - Diploma in Business Writing Skills at ACE International Training: Ms. Sam Sokuntheary - PG Diploma in Digital Business at MIT Management Executive Education (E-Learning and 9 Months Program) - Social Media Marketing Course in SG on April 21 and 22, 2022 (In-person Training) - Digital Marketing Strategy Course in SG on April 23 and 24, 2022 (In-person Training) Local Conferences and Networking Average number of event attend by admissions staff: 3
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ADMISSIONS - CORPORATE MARKETING PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Provide friendly, efficient and effective service to customers.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Average non-BA student evaluation on a scale of 1-7	6.09	5.81	5.97	In progress	6.1+

OBJECTIVE #2

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Number of new sponsored students from firms, banks, companies and organizations.	JD2018: 29 ACCA 5 CAT 6 C.Tax 6 CBL JJ2019: 21 ACCA 4 CAT 1 C.Tax	JD2019: 17 ACCA 5 CAT 6 C.Tax 1 CBL JJ2020: 40 ACCA 14 CTax 2 CBL	JD2020: 24 ACCA 8 CAT 3 C.Tax 2 CBL JJ2021 38 ACCA 8 CAT 20 C.Tax 1 CBL	JD2021: 56 ACCA 14 CAT 19 C.Tax 6 IFRS 2 CFRS JJ2022: In progress 1 ACCA - CAT - C.Tax - CBL - CFRS - IFRS	JD2022: 29 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS 5 CFRS JJ2023 29 ACCA 10 CAT 8 C.Tax 2 CBL 5 IFRS 5 CFRS
2. The total number of new ACCA students.	JD2018: 132 JJ2019: 147	JD2019: 120 JJ2020: 133	JD2020: 86 JJ2021: 88	JD2021: 103 JJ2022: 1 (In progress, Updated on Oct 21, 2021)	JD2022: 80+ JJ2023: 85+
3. Increase number of new CAT students.	JD2018: 49 JJ2019: 78	JD2019: 47 JJ2020: 63	JD2020: 30 JJ2021: 28	JD2021: 43 JJ2022: (In progress, Updated on Oct 21, 2021)	JD2022: 35+ JJ2023: 40+
4. Increase number of new C.Tax students.	JD2018: 121 JJ2019: 101	JD2019: 110 JJ2020: 83	JD2020: 63 JJ2021: 84	JD2021: 64 JJ2022: (In progress, Updated on Oct 21, 2021)	JD2022: 65+ JJ2023: 70+
5. Increase number of new CBL students.	JD2018: 35 JJ2019: 14	JD2019: 26 JJ2020: 33	JD2020: 8 JJ2021: 11	JD2021: 14 JJ2022: (In progress, Updated on Oct 21, 2021)	JD2022: 15+ JJ2023: 20+
6. Increase the number of new IFRS for SMEs students.	N/A	N/A	N/A	JD2021: 79 JJ2022: (In progress, Updated on Oct 21, 2021)	JD2022: 40+ JJ2023: 45+

7. Increase the number of new CFRS for NFPEs students.	N/A	N/A	N/A	JD2021: 37 JJ2022: (In progress, Updated on Oct 21, 2021)	JD2022: 25+ JJ2023: 30+
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Regular build CamEd's brand awareness and branding image through channel marketing such as digital communication and mass media.	● Digital Marketing: ○ Facebook: 335 ○ Youtube: 5 ○ PR Article: 24 ○ Instagram: 335 ○ Newspapers: 173 ○ Inserted brochure in Newspaper: 11 ○ Google Display Network : 26,831 ○ Display on News Website: 1 size / 6 months; 1 size / 3 months ● Special Report/ Supplement: 6 ● Telemarketing: ○ SMS: 11,365 x 7 ○ Email: 13,445 x 7 ○ Sales Calls: 17,986 ● Cambodian Job: 5 ● CJCC Displays: 6	● Digital Marketing: ○ Facebook: 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	● 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: 212 posts (Oct 14, 2021) ○ Youtube: 15 videos (June 26, 2020) ○ Media websites (PR Article): 22 posts (Oct 21, 21) ○ Instagram: 212 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	● Digital Marketing: ○ Facebook: 365 ○ Youtube: 10 ○ Telegram Channel: 150 ○ LinkedIn: 150 ○ PR Article: 12 ○ Instagram: 365 ○ Insert brochures in Newspaper: 3 ○ Google Display Network: 12 months ○ Display on News Website: 4 sizes/12 months ● Special Report/ Supplement: 10 ● Telemarketing: ○ SMS: 30,000 ○ Email: 15,000 x 10 ○ Sales Calls: 15,000 ● Cambodia Jobs: 8 ● CJCC Display: 12

		● Special Report/ Supplement: 6 issues ● 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	○ Telegram “ឯកសារមន្ត្រីសាធារណៈ”: 27 posts ○ Insert Brochure in Newspapers : 3 times ● Special Report/ Supplement: 1 issues ● Cambodia Jobs: Suspend ● CJCC Display: Suspend	
2. Number of networking and traditional marketing events to build CamEd’s brand awareness and branding image through B2B efforts.	CamEd Events: 16 Networking Event: 19	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: 16 Networking Events: 13
3. Number of visits to companies and promotional letters sent to build CamEd’s brand and maintain relationships with new and existing employers	New companies: 10 Existing clients: 18 Letters sent: 9,887	New companies: 12 Existing clients: 18 Letters : 9,249	New companies: Suspended due to Covid-19 Existing clients: In progress (Communication via email and Call) 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 Letters : 5,000+ x 2
4. Sufficient budget expenditure on advertising	\$252,104.13	\$306,433.92	\$269,564.34		

OBJECTIVE #4 & #5

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

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

ACCA AND MOEYS COORDINATION

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Ministry observed entrance exam is conducted for new students who apply to study in JJ2021.	The exam was successfully conducted on 30 Nov, 2018	The exam was successfully conducted on 29 Nov, 2019	It is delayed to 2021 due to the postponed exam of BAC II	- The official entrance exam of the new BA for JJ2021 was conducted in March 2021. - The official entrance exam of the new BA for JJ2022 (Nov 2021) is delayed to February 2022 due to the postponed exam of BAC II.	- The official entrance exam of the new BA students for JJ2022 is conducted in February 2022. - The official entrance exam of the new BA for JJ2023 is conducted in November 2022.
2. The percent of confirmed JJ2020 BA students whose BAC II certificates are verified by the General Education Department.	479/480 = 99.8%. One fake certificate was found.	704/704 = 100%	100% (538 BAC II certificates are confirmed by MoE)	This process is pending due to the restricted work of the relevant department of MoEYS. (Updated November 2021)	100%
3. Percent of graduated BA students taking and passing the official exit exam and reported to MoEYS for official approval.	334/334 = 100% Exit exam was conducted: (1st Exam on Dec 26, 2018)= 333 (2nd Exam on Feb 22, 2019)= 1	Number of students took exit exam: 326 Number of students passed: 312 Exit exam on: Dec 27, 2019	MoEYS approved on issuing the certificate of BA program for 313 students (100%)	MoEYS approved on issuing the certificate of BA program for 364 students who graduated in JJ2020 and JD2020 (100%)	100%
4. Percent of students requiring registration who are successfully registered. (CAT/ACCA Account)	625/625 = 100%	496/496 = 100%	100% (723 accounts) Updated on Dec 15	541 CAT/ACCA accounts were successfully registered	100%
5. Percent of students successfully processed for CBL and CTAX papers.	87 students	55 students (paid student)	CBL: 23 students CTax: 20 students (Jan - Dec 15)	CBL: 15 students (Paid student: 10, Only processing: 5) CTax: 21 students (Paid student: 17, Only processing: 4)	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Percent of CHEA meetings attended.	4/4 = 100%	2/4 = 50%	3/3 = 100%	01	1 or more executives: 50% MOEYS and ACCA Coordination official: 90%
2. Evaluation score on a scale of 1-7 from executives and relevant staff to the question "Does the MOEYS and ACCA Coordination Department keep you updated on MOEYS announcements, requests and initiatives?"	NA	5.5	6.0	6.30	6.0+

OBJECTIVE #3

Improve capacity, efficiency and skills.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Study Master Degree at RUPP	N/A	Completed 2 terms out of 6 terms	Completed 2 terms	Passed all exams	N.A
2. Percent of MoEYS Workshops that CamEd staff and lecturers attended for which MOEYS has sent a letter of invitation.	2 workshops attended	6 workshop	1 Sharing workshop at ACC 1 workshop in Kampot	01 (by ACC)	2 workshops/training
3. Number of international training/workshops/Conference attended.	2/2 = 100%	No	No	00	2

HUMAN RESOURCE ACTION PLAN JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Engagement score of academic and support staff on a scale of 1-7.	Academic Staff: 6.13 Support Staff: 6.28	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+ Support Staff: 6+
2. Average academic staff evaluations of HR on a scale of 1-7	6.25	6.16	5.57	6.38	6.0+
3. Average support staff evaluations of HR on a scale of 1-7	6.0	6.07	5.57	6.18	6.0+

OBJECTIVE #2

Recruit staff to reach department and organizational objectives.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 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).	15 applicants	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.	6.06	6.1	5.8	6.00	6.0+
5. Mock lecture evaluation score of new teachers hired on a scale of 1-7.	6.0+	6.14	6.1	6.25	6.0+
6. Induction evaluation rate on a scale of 1-7.	6.04	2.33	6.0	6.36	6.0+

7. Faculty (academics) qualifications	Out of 27 BA faculty, the highest level of education was as follows: PhD: 11 Professional qualification + master degree: 6 Professional qualification only: 1 Master degree only: 8 BA only: 1 PhD: 41% Professional qualification + master degree: 22% Master only: 30% Professional qualification only: 4% BA only: 4%	Out of 33 BA faculty, the highest level of education was as follows: PhD: 14 Professional qualification + master degree: 6 Master degree only: 10 BA only: 3 PhD: 42% Professional qualification + master degree: 18% Master only: 30% BA only: 9%	Out of 32 BA faculty, the highest level of education was as follows: PhD: 12 Professional qualification + master degree: 7 Master degree only: 9 BA only: 4 PhD: 38% Professional qualification + master degree: 22% Master only: 28% BA only: 13%	Out of 36 BA faculty, the highest level of education was as follows: PhD: 16 Professional qualification + master degree: 16 Master degree only: 16 BA only: 4 PhD: 44% Professional qualification + master degree: 44% Master only: 44% BA only: 11%	The percent of faculty who hold either a PhD or a combination of a master's degree + professional qualification will increase.
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OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Timely completion of annual performance and development reviews and new contracts.	Reviews: July-December New contracts: December	Review: October 10, 2019 New contracts: December 2019	Review: October 2020 New contracts: December 2020	Review: October 2021 New contracts: December 2021	Review: October 2021 New contracts: December 2021
2. Timely completion of training and development plans.	Support Staff: July-December Academic Staff:	Support Staff: September 30 Academic Staff: December	Support Staff: December 2020 Academic Staff: December 2020	Support Staff: December 2021 Academic Staff: December 2021	Support Staff: December 2021 Academic Staff: December 2021
3. Timely review, update and communication (online, brochures, business cards and posters) of academic staff academic titles and research publication lists.	Achieved	1. April 5 2. July 1 3. Dec 31	1. April 5 2. July 1 3. Dec 31	- 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 1-5	4.49	5	7	6.55	6.0+

5. Safety: Number of fire alarm training sessions, fire extinguisher trainings, and percent of staff trained in first aid.	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 25%	Fire alarm training: 1 Fire ext. training: 1 First aid trained: 50%	Fire alarm training :2 Fire External Training: 0 First aid trained: 0	Fire alarm training : 1 Fire External Training: 1 First aid trained: 1	Fire alarm training :2 April and October Fire External Training: 1 First aid trained: 90% July
6. Number of specific staff training.	8	74	30	58 (50%+)	50%
7. Improve staff's English proficiency, measured by average score from ACE exam.	2.3	Not Achieved	End of March- delayed	September 2021	2023
8. Percent staff attendance for the annual staff party, annual donation, and annual trip.	Annual Party 92% (82/89 people) Annual Donation 45% (37/83 people) Annual Trip 63% (57/91 people)	Annual party: 90%+ Annual trip: 70%+	Annual party: 90%+ Archived Annual trip: Delayed to 2021	Annual Donation: 66% Annual Trip & Party: 75%	Annual party: 90%+ Annual trip: 70%+
9. Arrange Khmer blessing ceremony, blood donation and Christmas carol	NA	NA	NA	Khmer Blessing 0 Blood Donation 0 Christmas Carol 1	April August December
10. Numbers of the HR staff will study MBA.	NA	- Vaung Sea: completed Human Resource Management & Business Accounting and Finance at Charles Sturt University.	- Vaung Sea: No class in Charles Sturt University. due to Covid-19	- Nget Savet: MBA at NUM - Vaung Sea: Master at NUM	- Nget Savet: MBA at NUM
11. Number of HR staff will study CAT/ACCA	NA	NA	NA	SBR Exam= 72	- Nop Sonon: JJ21 SBR exam, JD21 AFM exam.
12. Hold a workshop on lesson to review teaching and assessment methods, objectives, expected learning outcomes to support lecturer/professor revision of course specifications	Three workshops were held	Two workshops were held	Three workshops were held	Four Workshops were held (3 faculty and development workshop and meeting) and 1 online learning training by LSC)	To achieve
13. Percentage of academic staff who have attended or participated in industry conferences and workshops.	Foundation Year lecturers: 1 or more workshops: 44 % 2 or more workshops: 33% 3 or more workshops: 22%	Foundation Year lecturers: 1 or more workshops: 83% 2 or more workshops: 50% 3 or more workshops: 42%	Foundation Year lecturers: 1 or more workshops: 45% 2 or more workshops: 27% 3 or more workshops: 18%	Foundation Year lecturers: 1 or more workshops: 58% 2 or more workshops: 47% 3 or more workshops: 21%	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: 55% 3 or more workshops: 45%	Second, Third, and Fourth Year lecturers: 1 or more workshops: 91% 2 or more workshops: 68% 3 or more workshops: 44%	Second, Third, and Fourth Year lecturers: 1 or more workshops: 82% 2 or more workshops: 50% 3 or more workshops: 38%	Second, Third, and Fourth Year lecturers: 1 or more workshops: 81% 2 or more workshops: 63% 3 or more workshops: 44%	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: 89% 2 or more key employers: 78% 3 or more key employers: 56% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 55% 3 or more key employers: 45%	Foundation Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 42% Second, Third, and Fourth Year lecturers: 1 or more key employer: 85% 2 or more key employers: 56% 3 or more key employers: 41%	Foundation Year lecturers: 1 or more key employer: 45% 2 or more key employers: 36% 3 or more key employers: 27% Second, Third, and Fourth Year lecturers: 1 or more key employer: 75% 2 or more key employers: 50% 3 or more key employers: 31%	Foundation Year lecturers: 1 or more key employer: 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: 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: 78% Second, Third, and Fourth Year lecturers: 75%	Foundation Year lecturers: 67% Second, Third, and Fourth Year lecturers: 88%	Foundation Year lecturers: 91% Second, Third, and Fourth Year lecturers: 94%	Foundation Year lecturers: 80% Second, Third, and Fourth Year lecturers: 90%	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: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 87%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	Foundation Year lecturers: 100% Second, Third, and Fourth Year lecturers: 100%	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: 90% 2 workshops: 80% 3 workshops: 70%	Foundation Year lecturers: 1 workshop: 100% 2 workshops: 77%	Foundation Year lecturers: 1 workshop: 91% 2 workshops: 72%	Foundation Year lecturers: 1 workshop: 80% 2 workshops: 60% 3 workshops: 50%	Foundation Year lecturers: 1 workshop: 80%+ 2 workshops: 80%+ 3 workshops: 80%+

	Second, Third, and Fourth Year lecturers: One workshop: 83% Two workshops: 67% Three workshops: 50%	Second, Third, and Fourth Year lecturers: One or more workshop: 100% Two workshop: 64%	Second, Third, and Fourth Year lecturers: One or more workshop: 81% Two workshops: 44%	Second, Third, and Fourth Year lecturers: One workshop: 100% Two workshops: 100% Three workshops: 100%	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	Achieved	31 faculty members observed	32 faculty members observed	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	2018 Result	2019 Result	2020 Result	2021 Result	2022 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: 17 Permit card: 100% Achieved	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived	Quota: 20 Permit card: 100% Archived
2. Percent of CamEd full time office staff who have a work permit book at year-end.	78/82 = 95% Archived	59/86=69% Archived	90%+ Archived	90%+ Achieved	90%+
3. Percent of CamEd full time Office staff who are registered with the NSSF at year-end.	78/82 = 95% Achieved	72/84-86% Archived	90%+ Archived	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.	21.43%	100% Achieved	100% Achieved	100% Achieved	
5. Number of staff in-out reports to the Municipal Department of labor.	2	1 Achieved	2 Achieved	2 Achieved	2

OBJECTIVE #5 (HR TECHNOLOGY)

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Utilize HR cloud software to improve HR service	N/A	BambooHR gave us license on May 6, 2019	Bamboo HR	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.	Not achieved OT 2018: \$49,087	\$51,057	6% of total annual employee salary Archived	6% of total annual employee salary Achieved	6% of total annual employee salary

IT AND REGISTRAR DEPARTMENT

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Student evaluation of the mobile app on a scale of 1-7.	N/A	N/A	5.25	Waiting app release	5.5+
2. Lecturer evaluation of the website on a scale of 1-7.	N/A	N/A	6.14	Students: 5.13 Lecturers: 5.8	Student: 5.5+ Lecturer: 5.5+
3. Student and lecturer evaluation of online library site and services on a scale of 1-7.	N/A	N/A	Students: 5.13 Lecturers: 5.8	N/A	To Achieve

OBJECTIVE #2

Provide fast and reliable WIFI and internet.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Evaluation of WIFI speed and reliability on a scale of 1-7.	N/A	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: 5.5+ 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. Implement Internet security policy	N/A	N/A	Achieved	Achieved	To Achieve
4. Provide feedback to users when there is unusual traffic detected.	N/A	N/A	Achieved	Achieved	To Achieve

OBJECTIVE #3

Redesign CamEd System User Interface.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Redesign Academic System Interface	N/A	N/A	N/A	N/A	To Achieve
2. Redesign Student Access Portal Interface	N/A	N/A	N/A	N/A	To Achieve
3. Redesign Mobile App Interface	N/A	N/A	N/A	N/A	To Achieve
4. Redesign CamEd Business Library Interface	N/A	N/A		N/A	To Achieve
5. Connect user interface with CamEd API	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #4

Develop new features and update the existing CamEd software system.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Develop the system upon user request	N/A	N/A	N/A	N/A	To Achieve
2. Improve user interface of HR System	N/A	N/A	N/A	N/A	To Achieve
3. Develop new user interface of Student Access Online Portal.	N/A	N/A	N/A	N/A	To Achieve
4. Develop new user interface of Lecturer Access Online Portal.	N/A	N/A	N/A	N/A	To Achieve
5. Improve user interface and functionality of CBE and CBT Exam Online Registration.	N/A	N/A	N/A	N/A	To Achieve
6. Develop new user interface and feature of Student Access Online Portal for student to update their Curriculum Vitae information.	N/A	N/A	N/A	N/A	To Achieve
7. Develop new user interface of Company Access Online Portal for company to check their staff study record information.	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #5

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Collect students' exam result from ACCA website	N/A	N/A	N/A	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 B.A result release
3. Generate registrar scheduled report	N/A	N/A	N/A	Achieved	To Achieve
4. Prepare top scorer award	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Update Endpoint security license for staff and lecturer computers.	N/A	N/A	Achieved	Achieved	To Achieve
2. Implement intrusion prevention system policy	N/A	N/A	N/A	Achieved	To Achieve

3. Perform internal pentest when there is introduce of new feature in system/network	N/A	N/A	N/A	Achieved	To Achieve
4. Own a licensed pentest tool	N/A	N/A	N/A	N/A	To Achieve

OBJECTIVE #7

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Lecturer evaluation of reliability of classroom IT equipment on a scale of 1-7.	6.17	5.43	5.0	6.58	5.5+
2. Implement classroom equipment checking procedure	N/A	N/A	Achieved	Achieved	To Achieve
3. Implement staff computer checking procedure	N/A	N/A	Achieved	Achieved	To Achieve
4. On demand software and hardware upgrade.	Achieved	Achieved	Achieved	Achieved	To Achieve
5. Setup Virtual Server	N/A	N/A	N/A	N/A	N/A
6. Renovate server room	N/A	N/A	N/A	N/A	N/A

OBJECTIVE #8

Input and verify new BA student information.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Enroll and test fingerprint template for new BA student.	N/A	N/A	Achieved	Achieved	To Achieve
2. Remove duplicate registrations.	Achieved	Achieved	Achieved	Achieved	To Achieve
3. Input student Khmer name.	Achieved	Achieved	Achieved	Achieved	To Achieve

OBJECTIVE #9

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 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 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 computer software and hardware which is requested by Phearson or ACCA.	Achieved	Achieved	Achieved	Achieved	To Achieve

OBJECTIVE #10

Improve staff skills and technical management skills.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Master of Finance	N/A	N/A	N/A	Phengly finished Year I	Phengly shall pursue the degree
2. IT Security Course	N/A	N/A	Phengly and Solin completed Pentest	Solin finished CCNA CyberOps	Phengly and Solin shall attend the course
3. Network Course (CCIE)	N/A	N/A	N/A	Paul completed the CCIE	Paul shall pursue the CCIE 2 and attend the HCIP
4. Mobile App Development and Database Management System Course	N/A	N/A	N/A	Pheara studied ReactJS. Borin studied SQL server databases. Pheara, Phengly and Borin finish a UX design course	Borin and Pheara shall continue with the course
5. SQL and data management	N/A	N/A	N/A	N/A	Visal shall take the SQL programming course
5. Basic Network and Database Management Course	N/A	N/A	N/A	Visal and Visoth shall attend the courses	

FACILITIES ACTION PLAN

ACTION PLAN

JANUARY 2022 - DECEMBER 2022

OBJECTIVE #1

Ensure that the institute facilities spaciousness as per the amount of the staff and students.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
The occupancy rate of the building according to the number of students and staff projection	N/A	N/A	Students: 57,7% Lecturers: 50% Non-academic staff: 77.45%	Students: 68,06% Lecturers: 50% Non-academic staff: 77.45%	Students:56.18% Lecturers:59.23% N-AC staff:86.27% Add 6 floors in the West building. Plan new classrooms, common areas and offices.

OBJECTIVE #2

Ensure that institute facilities function effectively.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
Evaluations by students, lecturers, and non-academic staff on a scale of 1-7.	Students: 5.57 Lecturers: 6.43 N-AC staff: N/A	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: 6+ Lecturers: 6.5 N-AC staff: 6.5

OBJECTIVE #3

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Average monthly number of minor installations, renovations and repairs proposed and resolved.	NA	NA	no much installation	minor and medium installations and repair works	10+ including the environment project installation
2. Number of significant facility renovation, expansion or design projects started.	NA	9	n/a	1 Install roof above generator 2 Relocate clinic 3 Install ATS and move electric wires 4 Renovate toilets 5 R enovate study lounge	1. add 10+ classrooms, 1-2 reading rooms, 3-4 common areas for staff and students. 2. change the elevator in the central building. 3. start the development of the new location (design, requirements etc.). 4. New server room.

OBJECTIVE #4

Enhance facilities team performance and communication.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Team members are satisfied, challenged and committed as indicated by engagement score.	5.90	6.0	6.20	6.17	6+
2. Team composition is adequate.	N/A	N/A	One specialist is hired.	Hired Hong Veasna, total staff in the dpt: 4	Start looking for the Facilities Manager.
3. Effective communication as indicated by the number of staff and student requests passed to facilities management via chat applications.	N/A	1 CamEd Maintenance 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.	Publitize the QR code for the telegram bot for the complains and reports.
4. Develop the reward system within the Maintenance team	N/A	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.	Construction training for 3 staff.
5. Improve the Facilities Management Policy	N/A	1	Updated Policy and Created Maintenance Manual	Improved KPI, add detailed criterias according to Policy. Add new policies.	Revise the policy as needed.

OBJECTIVE #5

Optimise use of facilities and facility resources.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Satisfaction rating of adequacy of storage by each department.	N/A	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.	Add more storage spaces for the cleaners. Construction of the new storage space for IT
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 = ¾).	Annual consumption: 826,406 Monthly AVG KW: 68,867 BA: 100% Non-BA: 86.07%	Annual consumption: 859,828 Monthly AVG KW: 71,652 BA: 100% Non-BA: 73.80%	Annual consumption: 752,481 Monthly AVG KW: 62,707 BA: 100% Non-BA: 54.7%	Annual consumption: 425,818 Monthly AVG KW: 35,484	As we add more floors of the West Building and we add 2 more elevators we expect to increase the electricity consumption. But we plan the measures to save the electricity by changing the old AC with new that will have better capacity and lower electricity consumption.

					Reduce overall electricity by 10% with consideration of the additional facilities.
3. Optimize the classroom Review the existing Classrooms and other rooms to maximize the benefit of the existing facilities	N/A	N/A	1. 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 Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).	1. add 10+ classrooms
4. Optimization of the common area	N/A	N/A	N/A	Add more cubicles in study lounge and add more space in west building (canteen, student lounge, reception).	1. in new spaces design more zones for students to relax and communicate. 2. design the multi-functional space that can be transformed into the meeting area with screens and seats.
5. Review the alarm system and add more fire safety arrangements	N/A	N/A	Add heat detectors in the Library and other zones.	Add more fire extinguishers.	Check up existing and new additional facilities fire protection system.
6. Inspection of all systems and building two times per year	N/A	N/A	Semi-annually fire extinguisher checking Semi-annually elevator check up	- bridges check up - done - electricity system - done	- Look for the construction company that can do annual building inspections.

OBJECTIVE #6

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

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Improve parking as evidenced by a student and staff satisfaction score.	N/A	N/A	no updates due to covid	did not approach any parking due to less occupancy.	no plan to do anything with parking for now, due to less occupancy.
2. Ensure adequate access to food and beverage as evidenced by student and staff satisfaction.	Self-provided by Brew House cafe.	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.	Approach the cafe to sell their food in our canteen, but subject to management approval and the negotiation terms and conditions.

OBJECTIVE #7

Enhance and Improve the performance of facilities department.

Indicator	2018 Result	2019 Result	2020 Result	2021 Result	2022 Target
1. Short course training on Air-Conditioners	N/A	N/A	N/A	3 Staff	0 staff
2. Short course on ATS	N/A	N/A	N/A	3 staff	0 staff
3. BA Program on Electricity	N/A	N/A	N/A	2 staff	0 staff
4. Master Program on Electricity	N/A	N/A	N/A	1 staff	0 staff
5. Construction work training	N/A	N/A	N/A	N/A	3 staff