MUIC ACTION PLAN

2021

Process	Tentative Schedule
MUIC Strategic Plan 2020 – 2024 (5 Strategies) → **MUIC Action Plan 2020** → **Reviewed Action Plan by Executive Committee** → **MUIC Action Plan 2021**	• MUIC Strategy 2020-2024 Development on March 2019 – May 2019 • Action Plan Development on May 2019 • Approved MUIC Strategy 2020-2024 and Action Plan by Steering Committee on July 2019
	• Annually review Action Plan by Executive Committee by June 2020
	• Approved MUIC Action Plan 2021 by Executive Committee on 30 June 2020

The process of implementing the action plan through the Performance Agreement (PA) Process as shown in the following diagram.
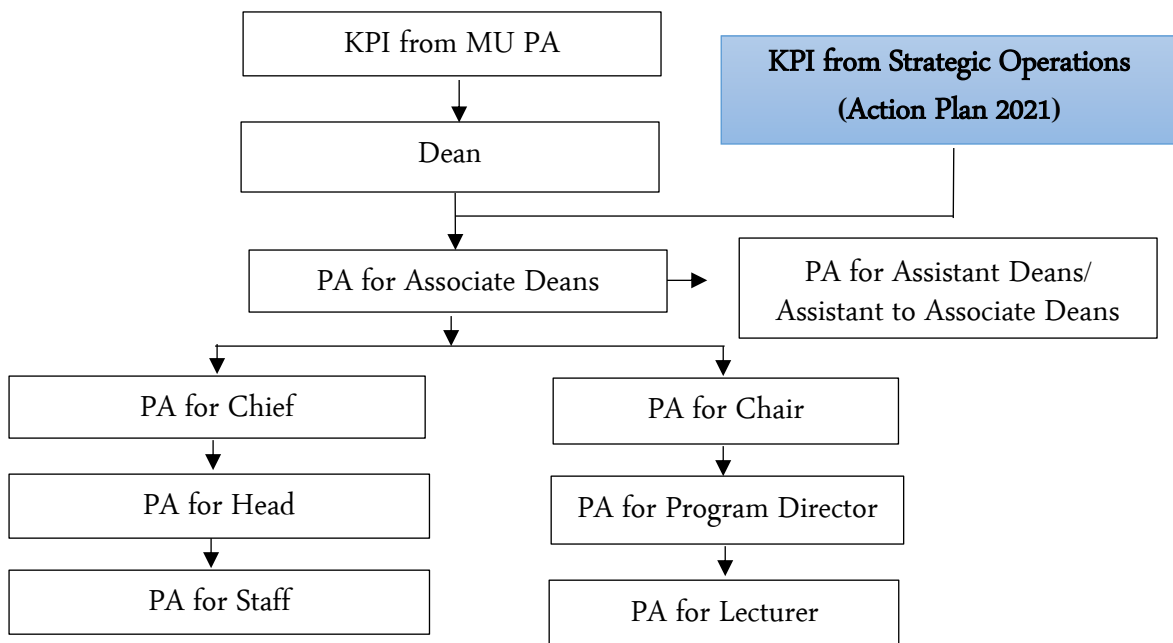
Vision

Enriching lives. Expanding potentials. Shaping futures.

วิสัยทัศน์ เติมเต็มชีวิต เพิ่มพูนศักยภาพ สรรค์สร้างอนาคต

Mission

MUIC inspires innovation, fosters human potential, and creates new knowledge *through* the integration of arts and sciences in an international environment, ultimately resulting in education, research, and services to serve the needs of society and benefit humankind.

พันธกิจ วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดลสร้างแรงบันดาลใจ ระหว่างศิลปศาสตร์และวิทยาศาสตร์ ในสภาพแวดล้อมที่ความ ต้องการของสังคมและเป็นประโยชน์ต่อมนุษยชาติเป็นนานาชาติซึ่ง ท้ายที่สุดจะส่งผลให้เกิดนวัตกรรม ส่งเสริมศักยภาพของมนุษย์ และ สร้างองค์ความรู้ใหม่ผ่านการผสมผสานให้เกิดการศึกษา การวิจัย และการบริการที่ตอบสนอง

Goal

To be a globally recognized International Liberal Arts College.

เป้าหมาย มุ่งสู่การเป็นสถาบันการศึกษาด้านศิลปวิทยาศาสตร์ที่ ได้รับการยกย่องในระดับโลก

Positioning

MUIC is a leading International Liberal Arts College.

ตำแหน่ง เป็นผู้นำของสถาบันการศึกษาด้านศิลปวิทยาศาสตร์ นานาชาติ

Role

MUIC empowers individuals to define, develop, and realize their potential.

บทบาท วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล ส่งเสริมให้แต่ละ บุคคลกำหนด พัฒนา และใช้ศักยภาพของตนเองอย่างเต็มที่

Strategic Objectives

To be sustainable and globally recognized as an international Liberal Arts Education institution

วัตถุประสงค์เชิงกลยุทธ์ เป็นสถาบันการศึกษาด้านศิลปวิทยา ศาสตร์ที่มีความยั่งยืนและเป็นที่ยกย่องในระดับโลก

Core competencies

MUIC offers reputable Liberal Arts Education and a family-like international learning environment

สมรรถนะหลัก วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล เป็น **สถาบันการศึกษาด้านศิลปวิทยาศาสตร์**ที่มีชื่อเสียง และมี สภาพแวดล้อมการเรียนรู้แบบนานาชาติที่เป็นกันเองเสมือน ครอบครัว

Core Values

Excellence, empathy, integrity, inter-culturalism

ค่านิยมหลัก เป็นเลิศ, เข้าใจผู้อื่น, มั่นคงในคุณธรรม, เปิดกว้าง และยอมรับวัฒนธรรมที่หลากหลาย

Belief

Individuals have the potential to shape their future

ความเชื่อ ทุกคนมีศักยภาพในการกำหนดอนาคตของตนเอง

Strategy

1. Reinforce Student-centered Liberal Arts Education
2. Capitalize Individual Expertise and Distinction
3. Strengthen Collaboration
4. Apply Strategic Marketing Concept
5. Internationalize Organization Management

ยุทธศาสตร์

1. เสริมสร้างการศึกษาด้านศิลปวิทยาศาสตร์โดยมีผู้เรียนเป็นศูนย์กลาง

2. นำความเชี่ยวชาญและความโดดเด่นของแต่ละคน มาก่อให้เกิดประโยชน์สูงสุด

3. ส่งเสริมการทำงานร่วมกัน

4. ประยุกต์ใช้แนวคิดการตลาดเชิงกลยุทธ์

5. การจัดการองค์กรแบบสากล

Strategy 1	Reinforce Student-centered Liberal Arts Education

Operation strategies 1.1 Curriculum and Content

Code	Action Plan KPIs	Goal 2021	Responsible Person
1.1.1	Student-centered curricula	Completed	Associate Dean for Educational Affairs
1.1.2	Employers' satisfaction of the quality of MUIC graduates (Only counts high and highest levels)	80% (4/5)	Associate Dean for Educational Affairs

Operation strategies 1.2 Interdisciplinary Education

Code	Action Plan KPIs	Goal 2021	Responsible Person
1.2.1	Number of students in interdisciplinary studies (B. Arts and Science)	30	Associate Dean for Educational Affairs

Operation strategies 1.3 International Accreditation

Code	Action Plan KPIs	Goal 2021	Responsible Person
1.3.1	All programs complete international accreditation (moved from 5.6.1)	77.8% (11 out of 18 programs) *only have 18 programs 5 programs is in the process of closing	Associate Dean for Strategic Planning and Quality Development

Operation strategies 1.4 Teaching/Learning Approach

Code	Action Plan KPIs	Goal 2021	Responsible Person
1.4.1	Student satisfaction with courses	3.8/5	Associate Dean for Educational Affairs

Operation strategies 1.5 Lifelong Learning Program

Code	Action Plan KPIs	Goal 2021	Responsible Person
1.5.1	Public learners' satisfaction with online courses	3.8/5	Associate Dean for Educational Affairs
1.5.2	Percentage of student engagement in Service learning	5% of total graduating students	Associate Dean for Student Affairs

Strategy 2	Capitalize Individual Expertise and Distinction

Operation strategies 2.1 Strengths of Each Division

Code	Action Plan KPIs	Goal 2021	Responsible Person
2.1.1	Number of Awards/recognition achieved by the division *NEW	6	Associate Dean for Strategic Planning and Quality Development

Operation strategies 2.2 Research and Innovation Capability

Code	Action Plan KPIs	Goal 2021	Responsible Person
2.2.1	Number of impactful research (Basic, academic, economics and social impact)	10	Associate Dean for Research
2.2.2	Number of products from a transdisciplinary project (Culinary Science and Innovation project)	3 pilot products	Associate Dean for Strategic Planning and Quality Development

Operation strategies 2.3 Academic services

Code	Action Plan KPIs	Goal 2021	Responsible Person
2.3.1	Revenue generated from MUIC academic services	4.2 MB	Associate Dean for Administration
2.3.2	Number of MUIC contribution to national policy and/or society	1	Associate Dean for Administration

Strategy 3	Strengthen Collaboration

Operation strategies 3.1 Collaborative, Impactful Research and Innovation

Code	Action Plan KPIs	Goal 2021	Responsible Person
3.1.1	Number of accepted articles for publication with international collaboration (foreign researcher)	10	Associate Dean for Research
3.1.2	Initiation of a research excellent unit	Established	Associate Dean for Research

Operation strategies 3.2 International Collaborations

Code	Action Plan KPIs	Goal 2021	Responsible Person
3.2.1	Number of active international MOUs	66	Associate Dean for International Affairs
3.2.2	Number of visits to/from or virtual meetings with MU strategic partners	3 visits	Associate Dean for International Affairs
3.2.3	Talks by international guest speakers (coordinated with SA, academic divisions, etc.)	3	Associate Dean for International Affairs

Operation strategies 3.3 Academic, Industry and Community Network

Code	Action Plan KPIs	Goal 2021	Responsible Person
3.3.1	Percentage of engagement of alumni to MUIC activities	10%	Associate Dean for Student Affairs
3.3.2	Donation amount from alumni	1 MB	Associate Dean for Student Affairs
3.3.3	Number of industry and community engaged activities	6 Activities	Associate Dean for Student Affairs

<table>
<tr><td>**Strategy 4**</td><td>Apply Strategic Marketing Concept</td></tr>
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Operation strategies 4.1 New Sources of Revenue

Code	Action Plan KPIs	Goal 2021	Responsible Person
4.1.1	New educational products that bring in revenue	1 pilot product	Associate Dean for Strategic Planning and Quality Development

Operation strategies 4.2 Proactive Student Recruitment

Code	Action Plan KPIs	Goal 2021	Responsible Person
4.2.1	Increase no. of enrolled students (moved from 1.1.1)	1,200 students (Best Case) 1,000 (Worse Case)	Associate Dean for Corporate Communication and Information Technology
4.2.2	Increase no. of full-time international students (moved from 1.3.1)	8 students	Associate Dean for International Affairs

Operation strategies 4.3 Proactive Research Funding

Code	Action Plan KPIs	Goal 2021	Responsible Person
4.3.1	Percentage of increased external research funding	2 MB	Associate Dean for Research

Operation strategies 4.4 Marketing Communications

Code	Action Plan KPIs	Goal 2021	Responsible Person
4.4.1	Level of awareness and understanding toward MUIC branding	3.8/5	Associate Dean for Corporate Communication and Information Technology

Strategy 5	Internationalize Organization Management

Operation strategies 5.1 International Education Environment

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.1.1	Number of visiting and exchange students (Total inbound and outbound, 12 weeks or longer)	165/79/26	Associate Dean for International Affairs

Operation strategies 5.2 Students Experiences

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.2.1	Decrease student's dropout rate	10% from last academic year	Associate Dean for Educational Affairs
5.2.2	Increase of number of students who has average time to graduate in 4 year without minor (Undergrad) and 2 year (Grad)	10%	Associate Dean for Educational Affairs
5.2.3	Number of hours of extracurricular activities (moved from 3.2.1)	80 hrs. (100%)	Associate Dean for Student Affairs
5.2.4	Higher NPS (Net Promoter Score) of students and graduates	3.0/5	Associate Dean for Student Affairs
5.2.5	Satisfaction of services	4/5	Associate Dean for Administration

Operation strategies 5.3 Human Resources, Values, Competency, Health, and Community

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.3.1	Effective HR management system	Completed	Associate Dean for Finance and Human Resources
5.3.2	Improvement of functional competency (faculties and staff)	20%	Associate Dean for Finance and Human Resources

Operation strategies 5.4 IT infrastructure and MIS

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.4.1	Completion of IT infrastructure upgrading according to agreed timeline	50%	Associate Dean for Corporate Communication and Information Technology

Operation strategies 5.5 Teaching/Learning/Research Facilities

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.5.1	Satisfaction of e-learning support	4/5	Associate Dean for Corporate Communication and Information Technology
5.5.2	Satisfaction of teaching/learning/ research facilities (support service provided by OAA)	4/5	Associate Dean for Educational Affairs

Operation strategies 5.6 Quality assurance

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.6.1	EdPEx result (TQC)	350	Associate Dean for Strategic Planning and Quality Development
5.6.2	Percentage of certified academic service units at national and international standard levels	1 (100%) PC NEAS	Associate Dean for Strategic Planning and Quality Development

Operation strategies 5.7 KM Process and innovation process

Code	Action Plan KPIs	Goal 2021	Responsible Person
5.7.1	BCM plan	Complete Business Continuity Management plan for infectious diseases	Associate Dean for Strategic Planning and Quality Development
5.7.2	KM process	Complete Knowledge Management process based on the COVID19 responses	Associate Dean for Strategic Planning and Quality Development

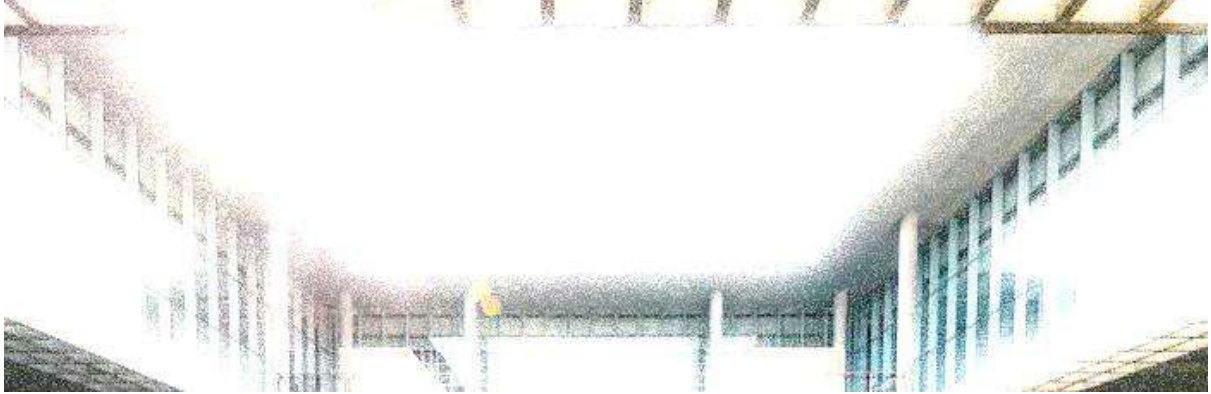| Operation strategies 5.8 Financial Management			
Code	Action Plan KPIs	Goal 2021	Responsible Person
5.8.1	Amount of retained earnings (difference between revenue and costs)	Budget surplus 100 MB	Associate Dean for Finance and Human Resources

Initiative Project 2021

Strategy 1 Reinforce Student-centered Liberal Arts Education

Project Name	MUIC Online Community of Learning and Sharing
Responsible Person	Educational Technology Section
KPIs/Goal	1. Number of online courses: 8 courses 2. Number of public relations channels online courses: 2 channels 3. Number of users: 100 users 4. Content quality: Correct and complete 5. User satisfaction level: 4/5
Budget	3,000,000 THB

Project Name	Learning Forward 2021
Responsible Person	Academic Strategy Unit
KPIs/Goal	1. Number of trainings: 6 Trainings 2. Annual attendance at least 3 workshop per faculty staff : 60%
Budget	347,000 THB

Strategy 5 Internationalize Organization Management

Project Name	International Student Support Team
Responsible Person	Student Affairs Section
KPIs/Goal	1. Satisfaction level : 4/5 2. Number of consultations : 24 3. Percentage of knowledge after training: 80%
Budget	321,000 THB

MUIC