ACTION PLAN

2020

Mahidol University
International College

Strategy 1 Reinforce Student-centered Liberal Arts Education

OUTCOME: Students can fulfill their potential and achieve personal goals.

Operation Strategies	Expected Outputs	KPIs	Responsible
ST 1.1 Curriculum and Content	1. New innovative curriculum and/or new education models, suitable for future global citizens 2. Updated knowledge content 3. Online curriculum	1.1.1 Increase number of students (2.1.1/4.2.1/ 1.3.1)	Assoc. Dean for Corporate Communication
		1.1.2 Employers' satisfaction of the quality of MUIC graduates (Only counts high and highest levels)	Assoc. Dean for Educational Affairs
ST 1.2 Interdisciplinary Education	Interdisciplinary studies within MUIC and/or MU for each degree	1.2.1 Number of students in interdisciplinary studies (two or more)	Assoc. Dean for Educational Affairs
ST 1.3 International Accreditation	All key disciplines receive international accreditation	1.3.1 Increase number of students (same KPI as 1.1.1)	Assoc. Dean for Corporate Communication
ST 1.4 Teaching/ Learning Approach	New college-wide teaching / learning model which can be applied to all disciplines, sharing the same pool of resources	1.4.1 Percentage of students' engagement in class/course	Assoc. Dean for Educational Affairs
ST 1.5 Lifelong Learning Program	Liberal Arts concept-based courses for working people including alumni	1.5.1 Increase number of LL learners with high satisfaction score (4/5)	Assoc. Dean for Educational Affairs

KPI Strategy 1: Reinforce Student-centered Liberal Arts Education in Years 2020 - 2024

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
1.1	Curriculum and Content	1.1.1	Increase number of students (2.1.1/4.2.1/1.3.1)	2.5/2.10/2.14	10%	10%	10%	10%	10%
		1.1.2	Employers' satisfaction of the quality of MUIC graduates (Only counts high and highest levels)	2.11	80% (4/5)	80%	80%	80%	80%
1.2	Interdisciplinary Education	1.2.1	Number of students in interdisciplinary studies (two or more)	-	Criteria Development	30	60	90	110
1.3	International Accreditation	1.3.1	Increase number of students (same KPI as 1.1.1)	2.5/2.10/2.14	10%	10%	10%	10%	10%
1.4	Teaching/Learning Approach	1.4.1	Percentage of students' engagement in class/course	-	Criteria Development	80% (4/5)	80%	80%	80%
1.5	Lifelong Learning Program	1.5.1	Increase number of LL learners with high satisfaction score (4/5)	-	Criteria Development	4/5	4/5	4/5	4/5

<u>Strategy 2</u> Capitalize Faculty Expertise and MUIC Distinction

OUTCOME:
MUIC is recognized as a leading international college with high quality faculties. This attracts quality faculties and quality students, leading to sustainable revenue.

Operation Strategies	Expected Outputs	KPIs	Responsible
2.1 Strengths of Each Division	Communication tools highlighting strengths of each division	2.1.1 Increase number of students (same KPI as 1.1.1)	Assoc. Dean for Corporate Communication
2.2 Distinct International Education Programs	Upgraded curriculum and teaching methods of the strategic differentiated/ potential disciplines • Science • Biology • Tourism • Applied Arts	2.2.1 Number of students in distinct programs	Assoc. Dean for Educational Affairs
2.3 Research Capability	International collaborative impactful research outputs	2.3.1 Number of accepted articles for publication with international collaboration (foreign researcher)	Assoc. Dean for Research
2.4 Academic Services	Systemized "Academic Service Center" (Consulting & Training Center) with proper protocols, highlighting expertise of MUIC faculties	2.4.1 Revenue generated from academic services (included in 5.8.1) 2.4.2 Number of MUIC contribution to national policy and/or society	Assoc. Dean for Administration

KPI Strategy 2: Capitalize Faculty Expertise and MUIC Distinction in Years 2020 - 2024

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
2.1	Strengths of Each Division	2.1.1	Increase number of students (same KPI as 1.1.1)	2.5/2.10/2.14	10%	10%	10%	10%	10%
2.2	Distinct International Education Programs	2.2.1	Number of students in distinct programs	-	Criteria Development	10	20	30	40
2.3	Research Capability	2.3.1	Number of accepted articles for publication with international collaboration (foreign researcher)	1.7	5	6	6	6	7
2.4	Academic Services	2.4.1	Revenue generated from academic services (included in 5.8.1)	3.6/3.7	included in 5.8.1	included in 5.8.1	included in 5.8.1	included in 5.8.1	included in 5.8.1
		2.4.2	Number of MUIC contribution to national policy and/or society	3.3	0	0	0	0	1

Strategy 3 Strengthen Collaboration

OUTCOME:
Through collaboration MUIC gains more international students, more research projects and funding, more donations, and more opportunities to be recognized globally.

Operation Strategies	Expected Outputs	KPIs	Responsible
3.1 Impactful Research and Innovation	1. Research outputs from research clusters 2. External research funding 3. Research partners & networks 4. Innovation	3.1.1 Number of impact research (Basic, academic, economics, social impact) 3.1.2 Number of multidisciplinary research	Assoc. Dean for Research
3.2 Extracurricular Activities	1. Internship program 2. Demand-focused programs	3.2.1 Number of participants in extracurricular activities	Asst. Dean for Student Affairs
3.3 International Students and Faculties	1. Active partner universities in different countries 2. Active partner Liberal Arts Colleges/ Universities	3.3.1 Number of visiting and exchange students (Total inbound and outbound, 12 weeks or longer) 3.3.2 Ratio of inbound-outbound exchange students (1:1) 3.3.3 Number of exchange faculty and/or staff members	Assoc. Dean for International Affairs
3.4 Academic, Industry and Community Network	1. Academic Network 2. Industry Network 3. Community Network	3.4.1 Percentage of engagement of alumni to MUIC activities 3.4.2 Donation amount from alumni 3.4.3 Number of industry and community engaged activities	Asst. Dean for Student Affairs

KPI Strategy 3: Strengthen Collaboration in Years 2020 - 2024

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
3.1	Impactful Research and Innovation	3.1.1	Number of impactful research (Basic, academic, economics, social impact)	1.2/1.3/1.4/1.5/ 1.6/1.8/3.5	5	6	6	6	7
		3.1.2	Number of multidisciplinary research	1.12	2	2	3	3	4
3.2	Extracurricular Activities	3.2.1	Number of hours of extracurricular activities	2.9	100% (60 Hrs)	100% (80 Hrs)	100% (100 Hrs)	100% (100 Hrs)	100% (100 Hrs)
3.3	International Students and Faculties	3.3.1	Number of visiting and exchange students (Total inbound and outbound, 12 weeks or longer)	2.7	668	701	736	773	812
		3.3.2	Ratio of inbound-outbound exchange students (1:1)	-	1:0.75	1:0.8	1:0.8	1:0.8	1:0.8
		3.3.3	Number of exchange faculty and/or staff members	4.11	1	1	1	1	1
3.4	Academic, Industry and Community Network	3.4.1	Percentage of engagement of alumni to MUIC activities	2.12/2.13	10%	10%	15%	15%	20%
		3.4.2	Donation amount from alumni	2.12	1,000,000 THB	1,000,000 THB	1,500,000 THB	2,000,000 THB	2,000,000 THB
		3.4.3	Number of industry and community engaged activities	4.10/4.18	4 Activities	6 Activities	7 Activities	8 Activities	10 Activities

<u>Strategy 4</u> Apply Strategic Marketing Concept

OUTCOME: MUIC gains more revenue and be financially strong.

Operation Strategies	Expected Outputs	KPIs	Responsible
ST 4.1 New Sources of Revenue	• New education programs or trainings • New extracurricular or recreation activities related to MUIC strengths; languages, tourism, science, applied arts, etc. • Books, e-books	4.1.1 Percentage of increased revenue from new sources	Assoc. Dean for Administration
ST 4.2 Proactive Student Recruitment	• More productive relationships with current high schools and university partners • New high schools and university partners, domestic and international	4.2.1 Increase number of students (same KPI as 1.1.1)	Assoc. Dean for Corporate Communication
ST 4.3 Proactive Research Funding	• Relationship with research community in the same/related field • MUIC to be recognized by domestic and international research granting agencies	4.3.1 Percentage of increased external research fund (x %)	Assoc. Dean for Research
ST 4.4 Marketing Communications	• Effective / cost-effective Integrated Marketing Communication; content, tools, media	4.4.1 Number of applications	Assoc. Dean for Corporate Communication

KPI Strategy 4: Apply Strategic Marketing Concept in Years 2020 - 2024

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
4.1	New Sources of Revenue	4.1.1	Percentage of increased revenue from new sources	-	5,000,000 THB	10,000,000 THB	15,000,000 THb	20,000,000 THB	25,000,000 THB
4.2	Proactive Student Recruitment	4.2.1	Increase number of students (same KPI as 1.1.1)	2.5/2.10/2.14	10%	10%	10%	10%	10%
4.3	Proactive Research Funding	4.3.1	Percentage of increased external research fund (x%)	1.1/1.9/1.10/1.11	2,000,000 THB	2,000,000 THB	2,100,000 THB	2,100,000 THB	2,205,000 THB
4.4	Marketing Communications	4.4.1	Number of applications	-	10%	10%	10%	10%	10%

Strategy 5 Internationalize MUIC Organization Management

OUTCOME:
MUIC will be recognized as a quality international college, chosen by students in their search for a college that has a world-class standard of education in an international environment. This will result in an increase in the number of students. Also, MUIC is on the road to sustainability.

Operation Strategies	Expected Outputs	KPIs	Responsible
5.1 International Education Environment	1. All internal / external communication and documents are in English 2. Diversity in culture or religion is mutually respected. 3. Everyone respects and practices basic international protocols and manners.	5.1.1 Increase number of active international collaboration	Assoc. Dean for International Affairs
5.2 Students' Experiences	1. Positive student experiences in all touch points within MUIC 2. Off-campus practical experiences 3. International exposure	5.2.1 Increase students' pass rate (graduates) 5.2.2 Decrease students' dropout rate 5.2.3 Decrease average time to graduate	Assoc. Dean for Educational Affairs
		5.2.4 Students' satisfaction with environment, facilities and services (Classrooms, laboratories, library, and IT services)	Assoc. Dean for Administration
		5.2.5 Higher NPS (Net Promoter Score) of students and graduates	Asst. Dean for Student Affairs
5.3 Human Resources, Values, Competency, Health, and Community	1. International standard HR Management System (HR Competency System) 2. Functional competency development plan 3. Healthy MUIC personnel 4. Environment nurture program 5. MU and MUIC values are practiced and referred to in routine work and used as a	5.3.1 Effective HR Management System 5.3.2 Improvement of functional competency (faculties and staff)	Assoc. Dean for Finance and Human Resources

Operation Strategies	Expected Outputs	KPIs	Responsible
	basis for important decisions		
5.4 IT Infrastructure and MIS	1. Upgraded IT infrastructure allowing more efficient operation 2. Online platform for all student touch points 3. Established effective MIS for fact-based effective management 4. Centralized database	5.4.1 Completion of IT infrastructure upgrading according to agreed timeline	Assoc. Dean for Corporate Communication
5.5 Teaching/Learning /Research Facilities	1. International standard teaching /learning facilities for class, laboratories, or studio 2. Up-to-date flexible learning space	5.5.1 Satisfaction of teaching/learning/research facilities (AV&IT)	Assoc. Dean for Corporate Communication
		5.5.2 Satisfaction of teaching/learning/research facilities (Support service provided by OAA)	Assoc. Dean for Educational Affairs
5.6 Quality Assurance	1. AUN-QA 2. EdPEx (TQA) 3. Explore ISO 21001	5.6.1 All programs meet AUN-QA standards 5.6.2 EdPEx score >350 in 3 years 5.6.3 Number of national and/or international quality standards achieved	Assoc. Dean for Strategic Planning and Quality
5.7 KM and Innovation Process	1. KM (Knowledge Management) System 2. Innovation Process	5.7.1 Completion of KM process	Assoc. Dean for Strategic Planning and Quality
		5.7.2 Completion of innovation process	Assoc. Dean for Administration
5.8 Financial Management	1. 5-year Financial Plan 2. Cost Optimization Projects	5.8.1 Amount of retained earnings (Difference between revenue and costs)	Assoc. Dean for Finance and Human Resources

KPI Strategy 5: Internationalize MUIC Organization Management in Years 2020 - 2024

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
5.1	International Education environment	5.1.1	Increase number of active international collaboration	2.6/4.16	65	66	67	68	69
5.2	Students' Experiences	5.2.1	Increase students' pass rate (graduates)	-	-	80% pass rate	80% pass rate	80% pass rate	80% pass rate
		5.2.2	Decrease students' dropout rate	-	-	Decrease by 5%	Decrease by 5%	Decrease by 5%	Decrease by 5%
		5.2.3	Decrease average time to graduate	-	-	4 years	4 years	4 years	4 years
		5.2.4	Students' satisfaction of environment, facilities and services (Classroom, laboratories, library, and IT)	-	3/5	3.8/5	4/5	4/5	4/5
		5.2.5	Higher NPS (Net Promoter Score) of students and graduates	-	> 3/5	> 3/5	> 3/5	> 3/5	> 3/5
5.3	Human Resources, Values, Competency, Health, and Community	5.3.1	Effective HR Management System	-	Completed	Completed	Completed	Completed	Completed
		5.3.2	Improvement of functional competency (faculties and staff)	4.11	20%	25%	50%	75%	100%

Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
5.4	IT Infrastructure and MIS	5.4.1	Completion of IT infrastructure upgrading according to agreed timeline	3.1	30%	50%	70%	80%	100%
5.5	Teaching/Learning/Research Facilities	5.5.1	Satisfaction of teaching/learning/research facilities (AV&IT)	-	3.5/5	3.8/5	4.0/5	4.0/5	4.0/5
		5.5.2	Satisfaction of teaching/learning/research facilities (Support service provided by OAA)	-	3.5/5	3.5/5	3.5/5	3.5/5	4.0/5
5.6	Quality Assurance	5.6.1	All programs meet AUN-QA standards	2.2/2.3/2.4 /4.3	National (AUN-QA 3.0) : 13 programs International or AUN-QA 4.0 : 6 programs	National (AUN-QA 3.0) : 9 programs International or AUN-QA 4.0 : 10 programs	National (AUN-QA 3.0) : 9 programs International or AUN-QA 4.0 : 12 programs	National (AUN-QA 3.0) : 7 programs International or AUN-QA 4.0 : 12 programs	National (AUN-QA 3.0) : 7 programs International or AUN-QA 4.0 : 12 programs
		5.6.2	EdPEx score >350 in 3 years	4.3/4.4/ 4.17	TQC process Close the GAP from OFI	TQC process Close the GAP from OFI	Achieve TQC 350	Remain TQC 350	Achieve TQC+
		5.6.3	Number of national and/or international quality standards achieved	3.2/3.4/ 4.15	National : 7 International : 1	National : 7 International : 2	National : 7 International : 2	National : 7 International : 2	National : 7 International : 2

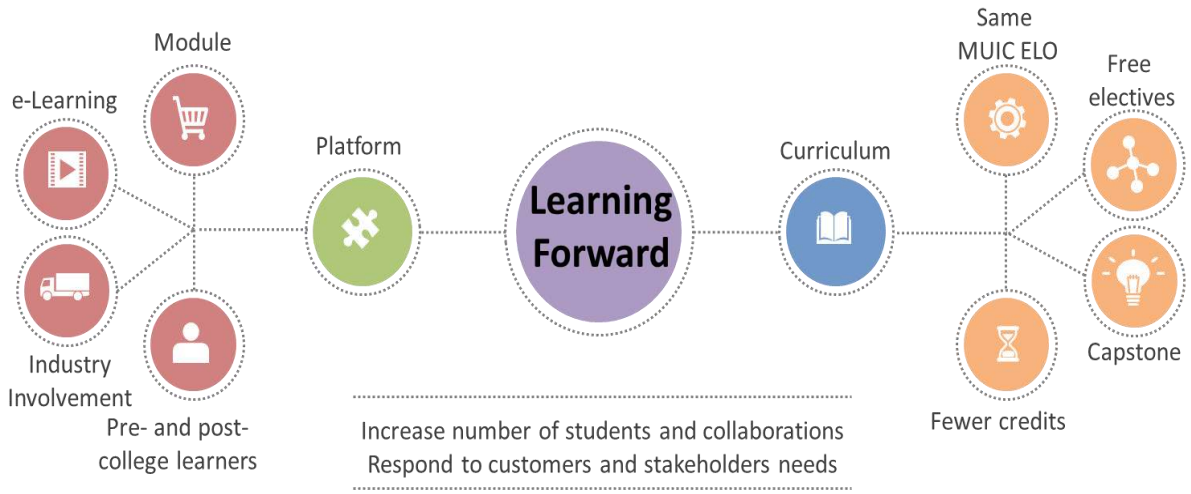
Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
5.7	KM and Innovation Process	5.7.1	Completion of KM process	-	Current status analysis	Plan Development	Implementa-tion (KM Collection 5)	Implementa-tion (KM Sharing)	Participation 10%
		5.7.2	Completion of innovation process	-	Current status analysis	Plan Development	Implementa-tion	Implementa-tion	1 Innovation
5.8	Financial Management	5.8.1	Amount of retained earnings (Difference between revenue and costs)	4.12/4.13/ 4.14	12,000,000 THB	20,000,000 THB	30,000,000 THB	40,000,000 THB	50,000,000 THB

MAJOR INITIATIVES

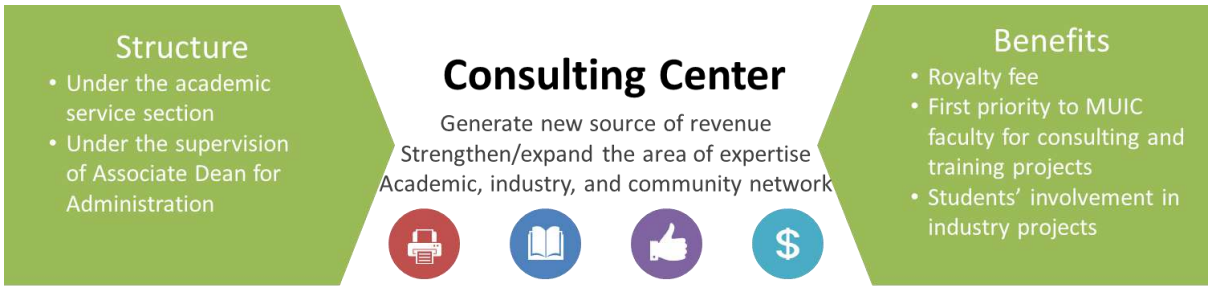
1. LEARNING FORWARD PLATFORM AND CURRICULUM
2. CONSULTING AND TRAINING CENTER
3. RESEARCH CLUSTERS
4. NEW MUIC DIGITAL COMMUNICATION PLATFORM
5. INTERNAL COLLABORATION STRUCTURE AND SUPPORTS; LEAN, MOTIVATION
    - 5.1 ONE-STOP STUDENT SERVICE
    - 5.2 RECRUITMENT CENTER
6. HEALTHY AND GREEN COLLEGE

Initiatives		Strategies
1	Learning Forward Platform and Curriculum	S1.1 Curriculum and content S1.2 Interdisciplinary education S1.3 International accreditation S1.4 Teaching/learning approach S1.5 Lifelong learning program S2.1 Strengths of each division S2.2 Distinct international education programs S3.2 Extracurricular, S3.3 International students S3.4 Academic, industry and community network S4.1 New sources of revenue S4.2 Proactive student recruitment
2	Consulting and Training Center	S1.4 Teaching/learning approach S1.5 Lifelong learning program S2.1 Strengths of each division S2.4 Academic services S3.2 Extracurricular, S3.4 Academic industry and community network S4.1 New sources of revenue
3	Research Clusters	S1.3 International accreditation S2.1 Strengths of each division S2.3 Research capability S3.1 Impactful research and innovation S3.4 Academic industry and community network S4.3 Proactive research funding
4	New MUIC Digital Communication Platform	S3.3 International students S4.2 Proactive student recruitment S4.4 Marketing communications S5.1 International education environment S5.2 Students experiences
5	Internal Collaboration Structure and Supports; Lean, Motivation 5.1 One-stop Student Service 5.2 Recruitment Center	S3.3 International students S4.4 Marketing communications S5.2 Students experiences S5.3 Human resources, values, competency, health, and community S5.6 EdPEx score >350 in 3 years
6	Healthy and Green College	S3.4 Academic, industry and community network S5.1 International education environment S5.2 Students experiences S5.3 Human resources, values, competency, health, and community

Strategic Initiative 1



Strategic Initiative 2



Management

- One partner and four staff members
- Short-term contract (partner with approximately more than 100K salary and profit sharing and staff members with fixed salary and salary adjustment and bonus under the discretion of partner)
- Committed contract value

Strategic Initiative 3

- Strengthen/expand area of expertise
- Impactful research and innovation
- Academic, industry and community network

- Proper allocation of research grants to support MUIC strategic direction
- Bring in more external research funding
- Facilitate research output by arranging activities and providing supports

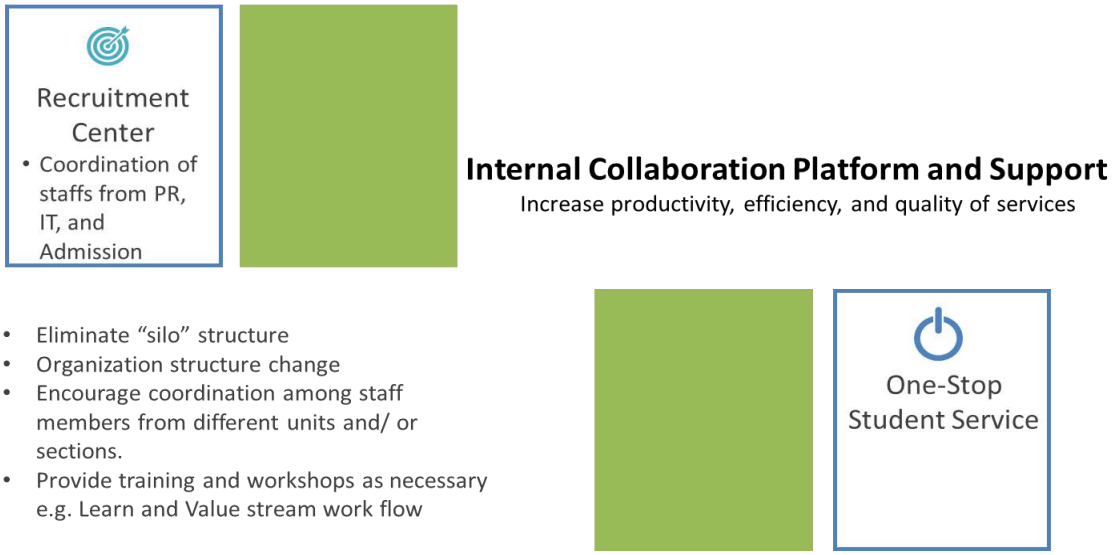
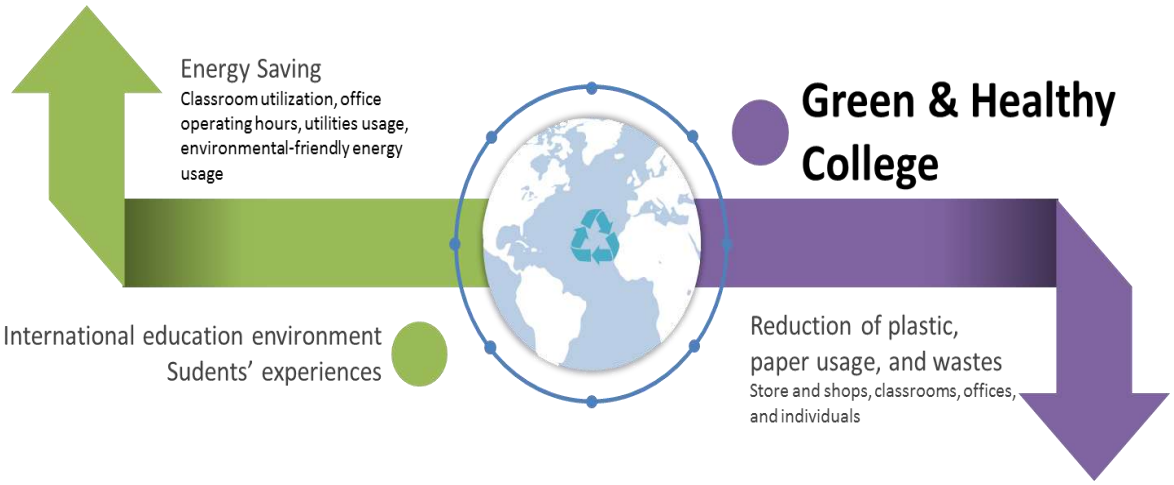
Strategic Initiative 4

New MUIC Digital Communication Platform

- Marketing Communication

- Marketing plan for domestic and overseas market
- Implementation of search engine marketing and optimization on MUIC website
- Outsource a digital agency to produce marketing content and social media ads (Facebook, Instagram and LINE)
- Internal Communication

Strategic Initiative 5



Strategic Initiative 6