



Mahidol University  
International College

A Leading International  
Liberal Arts College



# STRATEGIC PLAN 2023 - 2027

# Message from the Dean



**Prof. Chulathida Chomchai, MD**  
Dean of Mahidol University International College

In present-day society, young people are faced with a myriad of challenges which demand that they possess a new kind of creativity; that ability to master the knowledge and skills of a specific subject or discipline, coupled with the agility to adapt and transform that proficiency so that it becomes applicable and relevant in this rapidly changing world.

The ideal mix of arts and science, business and creativity, inclusiveness and diversity is what makes a student's time at MUIC a time for growing and flourishing; to become the best version of oneself. Cultivating liberal arts graduates whose core value is rooted in empathy and inter-culturalism will allow these individuals to become professionals, entrepreneurs, innovators, members of society who make significant and positive impact in their own lives and lives of those around them, be it at home, at work, or in their community. Another words, they are truly citizens of the world.

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- 01** Project Overview, Approach and Key Learnings
- 02** 2023 – 2027 MUIC Vision, Mission, Goals and Strategies
- 03** Mobilisation and Activation Roadmap



# Introduction

As we have seen in the recent years, the internal and external environment has changed radically due to important factors that are the catalyst for transformative change, such as the impact of the COVID-19 pandemic, volatile economic conditions, etc. These changes and a modernist perspective on future educational styles, pose both challenges and opportunities for MUIC.

Started in April 2022, the Executive team has been reviewing, redeveloping and revising Vision, Mission and Goals in building the competitiveness of our organization. By following these steps:

## Reflect

Sharing the organization's and individual greatest accomplishments in the previous years

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## Review

Revisit the Vision and Mission and ask a question "What is the picture of the organization in the next 4 years"? What kind of environment we should create to assist in achieving our Vision? What are the key success factors?

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## Reimagine

Think of new and exciting activities that would help driving the college to our vision and mission

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## Realign

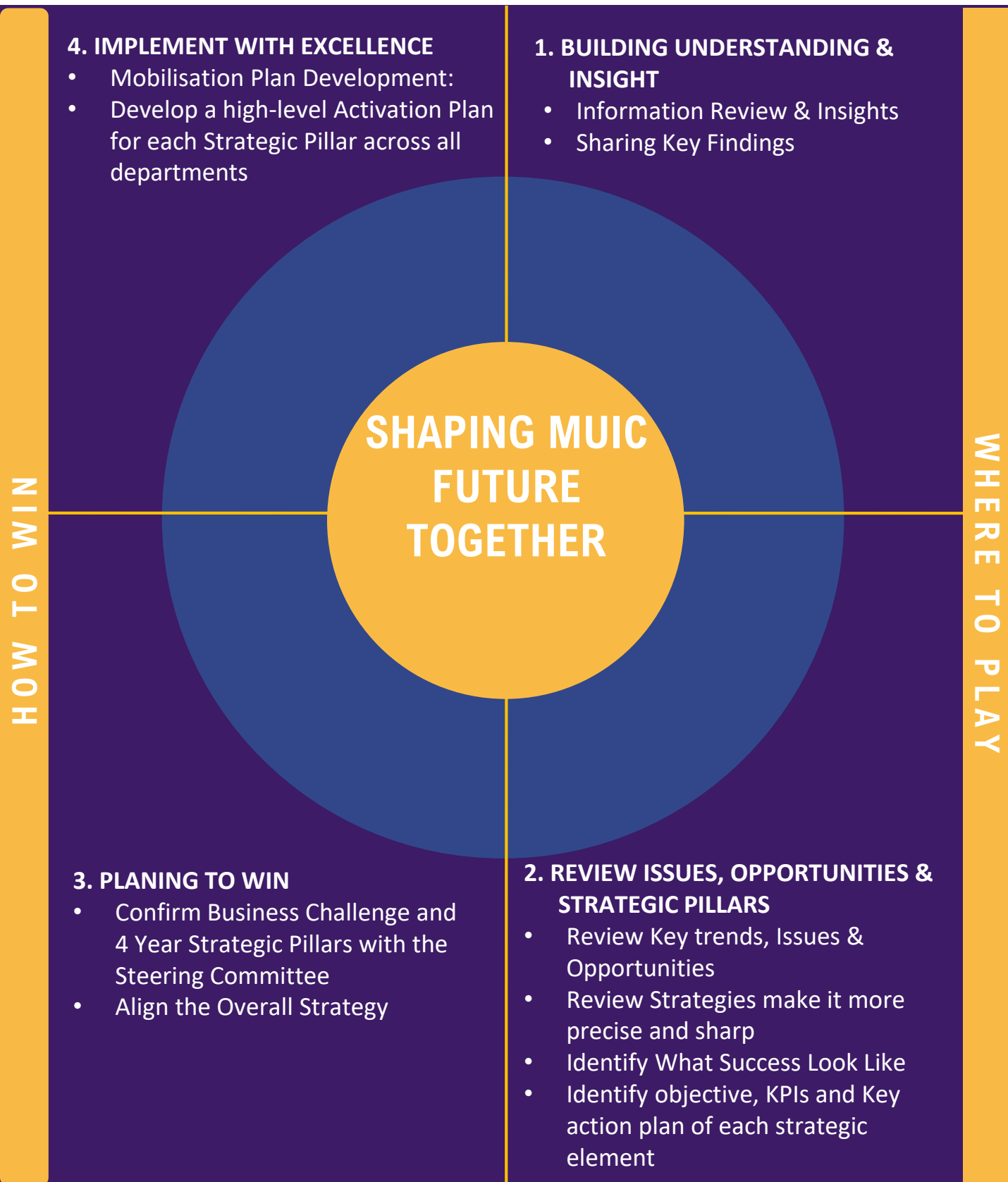
Revisit the previous strategies and make some changes, based on previous performance, strength & weakness, challenge and opportunity

Since then we have been through a series of workshop with Steering committee, Program Directors and Chairs of divisions as well as Chief and Heads of sections to brainstorm, discuss and review MUIC way forward. Finally, we have successfully paint the future Vision and agreed on the strategic direction for the next 4 years together.

To achieve the strategic objectives, five key strategies were formulated based on strategic foresights, opportunities, challenges, core competencies, strengths, and resources. They are:

1. Enhance creativity and innovation through campus experience
2. Inspire life-long learning through liberal arts education
3. Capitalize on expertise and distinction through collaborations
4. Foster Global Citizenship / Mindset
5. Optimize sustainability of the organization

# Strategy to Action Approach



# Strategic Challenges & Threats



## 01 Speed of advanced technology

is a challenge for most people, to upskill or reskill. Providing quality education and services for future global citizens requires speed of updating and acquiring new knowledge and skills for the future.

## 02 Digital Generation

grows up with digital platforms in almost all aspects. They are used to speed, changes, and short messages. Thus, handling the gap and maintaining IT infrastructure for effective teaching and learning methodology are among important challenges.



## 03 Changing Mindset

about university degrees, and an increase in online training and certificates from world-renown companies.

## 04 Increase in international programs

especially within MU that sometimes encroaches upon our 'program territory'.



## 05 Decrease in the number of PC students

may be driven by declining birthrates, the widespread immediate availability of jobs, greater public skepticism of the need for higher education or an increase in international schools around Thailand.

# Vision, Mission and Goals for 2023 - 2027

## VISION



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 that answer the needs of society and benefit humankind”

## MISSION



Enriching Lives,  
Expanding Potentials,  
Shaping Futures

## GOALS



1. Develop and foster a global mindset (foster global citizenship)
2. Life-long learning supported by liberal arts education
3. Sustainability

# MUIC Strategy House

## VISION 2023-2027:

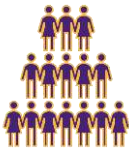
MUIC inspires innovation, fosters human potential and creates new knowledge through the integration of arts and sciences in an international environment, ultimately resulting in education, research and services that answer the needs of society and benefit humankind.

## MISSION:

Enriching Lives, Expanding Potentials, Shaping Futures

## GOALS (STRATEGIC OBJECTIVES):

1. Develop and foster a global mindset (foster global citizenship)
2. Life-long learning supported by a synergetic liberal arts education
3. Sustainability



STRATEGY 1:  
Enhance creativity and innovation through campus experience



STRATEGY 2:  
Inspire life-long learning through liberal arts education



STRATEGY 3:  
Capitalise on expertise and distinction through research and academic service collaborations



STRATEGY 4:  
Foster global citizenship



STRATEGY 5:  
Optimise sustainability of the organisation



# Strategy and Strategic Operation Directions

## Strategy 1. Enhance creativity and innovation through campus experience

Strategic Operation Directions: ST1.1 Create an ecosystem to enhance learning experience and creativity

## Strategy 2. Inspire life-long learning through liberal arts education

Strategic Operation Directions: ST2.1 Life-long learnings culture  
ST2.2 Immersive Interdisciplinary Education  
ST2.3 Excellent education provider

## Strategy 3. Capitalize on expertise and distinction through research and academic service collaborations

Strategic Operation Directions: ST3.1 Impactful Research and Innovation  
ST3.2 Academic Services

## Strategy 4 Foster Global Citizenship / Mindset

Strategic Operation Directions: ST 4.1 Student Global Experience  
ST4.2 Multi-Cultural engagement  
ST4.3 Service learning  
ST4.4 SDG driven projects

## Strategy 5 Optimize sustainability of the organization

Strategic Operation Directions: ST5.1 Excellent HR management  
ST5.2 Excellent IT infrastructure and data management  
ST5.3 Excellent organization performance

Strategy No.1:

# Enhance creativity and innovation through campus experience

‘Through the concept of "Design thinking", MUIC creates environment and services to enhance student and faculty experiences and creativity that finally leads to innovation’



## ST 1.1

Create an ecosystem to enhance learning experience and creativity

MUIC plans to create an ecosystem, by which students and faculties can collaboratively design and develop ‘interdisciplinary learning’ in and out of the classroom lessons through the concept of Design Thinking based on real business requirements (real world cases). In addition, a computer platform will be created and utilized to facilitate the process of innovation and connect to industries. For example, relevant student projects and faculty creative works are archived and can be easily search by MUIC community and strategic industrial partners. Finally, the building spaces will be renovated to inspire life-long learning and creativity. Some spaces will be made into multi-functional rooms, which can hold varieties of activities i.e. exhibition, workshop and Maker space.



# MUIC Strategic Plan 2023-2027

## ST1. Enhance creativity and innovation through campus experience

*Through the concept of "Design thinking", MUIC creates environment and services to enhance student and faculty experiences and creativity that finally leads to innovation*

Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
1.1. Create an ecosystem to enhance learning experience and creativity	<ul style="list-style-type: none"> <li>- Mechanism to enhance student learning experience through the process of Design Thinking</li> <li>- Computer platform to store and facilitate the creation of prototypes</li> <li>- environment that inspires life-long learning and creativity</li> </ul>	1.1.1 establish the MUIC INSPIRE Center (engine to create innovation)	<ul style="list-style-type: none"> <li>- no. of intellectual properties from classroom</li> <li>- no. of prototypes that are successfully implemented</li> </ul>	Assoc. Dean for SA	2023-2027
		1.1.2 MUIC creative product platform	- no. of successful projects derived from the platform	Assoc. Dean for CC&IT	by January 2025
		1.1.3 Multifunctional spaces	<ul style="list-style-type: none"> <li>-No. of users (students/industrial partners)</li> <li>- user satisfaction level</li> </ul>	Assoc. Dean for OE	by July 2025

Strategy No.2:

# Inspire life-long learning through liberal arts education

‘Utilising MUIC’s strength that hosts diversified programs of different disciplines to promote interdisciplinary learning experiences and academic-support that inspires life-long learning. This will focus on 3 areas, aiming to make MUIC move towards becoming a leading Liberal Arts College’



## ST 2.1 Create successful Life-long learning culture

Strengthen highlights of each division, and redesign the program to fit with current fast changing education environment and to enhance MUIC image resulting in attracting more students. This will also benefit alumni, staff and everyone in MUIC. In addition, coaching scheme will be developed to coach students to have a growth mindset.



## ST 2.2 Immersive Interdisciplinary Education

Capitalised the diverse distinct education programs that engages students in real-world work experiences and project-based learning. These programs will give students a well rounded knowledge that can be applied in real life.



## ST 2.3 Excellent education provider

International accreditation that drive high quality international education is an important step for MUIC to reach our Vision. All programs should complete international accreditation in their relevant fields.

# MUIC Strategic Plan 2023-2027

## ST2. Inspire life-long learning through liberal arts education

*Utilising MUIC's strength that hosts diversified programs of different disciplines to promote interdisciplinary learning experiences and academic-support that inspires life-long learning. This will focus on 3 areas, aiming to make MUIC move towards becoming a leading Liberal Arts College.*

Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
2.1. Develop Life-long learning culture *	Promote Life-long learning mindset among MUIC students/staff/ faculties through onsite and online activities	2.1.1 Create a successful life-long learning program (i.e. MUIC connect "IC YAKRU. YouTube channel on trending topics)	- no. of programs - no. of users - user satisfaction level	Assoc. Dean for CC & IT and OAA	2023-2025
	Students possess a growth mindset and develop decision-making skill	2.1.2 Set up Student academic mentoring program	- Student satisfaction level (80% of students under the program gives 4/5)	Assoc. Dean for OAA	2023-2026
2.2. Immersive Interdisciplinary Education (real-world case practices, project-based learning)	Student possess interdisciplinary knowledge with real World experience	2.2.1 Interdisciplinary programs (i.e. Minors/certificates) with immersive capstone/senior projects	- No. of Interdisciplinary programs (100%)	Assoc. Dean for OAA	by 2025

\* Growth mindset (See everything as a learning opportunity and feel thankful for it)

\* The last journey on life long learning is the journey to oneself. (Joyful life)

# MUIC Strategic Plan 2023-2027

## ST2. Inspire life-long learning through liberal arts education

*Utilising MUIC's strength that hosts diversified programs of different disciplines to promote interdisciplinary learning experiences and academic-support that inspires life-long learning. This will focus on 3 areas, aiming to make MUIC move towards becoming a leading Liberal Arts College.*

Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
2.3. Excellent education provider	High quality educational programs	2.3.1 International accreditation at the program level	- no. of programs accredited by international accreditation body	Assoc. Dean for SP & QD	July 2023-2026

- \* Growth mindset (See everything as a learning opportunity and feel thankful for it)
- \* The last journey on life long learning is the journey to oneself. (Joyful life)

# Strategy No.3: Capitalize on expertise and distinction through research and academic service collaborations

High quality faculties and staff, a good mix of international employee are the key strengths of MUIC. Through both internal and external collaborations (including with alumni, other fields within Mahidol University, other universities, experts in the same field, government offices, and private organizations), they can create quality outputs for desired shared objectives. Many identified weaknesses of MUIC can be solved by power of thought and competencies of the faculties and staff.



## ST 3.1 Impactful Research and Innovation

Strengthen relationship with all stakeholders. Identify and collaborate with appropriate parties to create impactful research and/or interdisciplinary research. Inspire and seriously create foundation for innovation. In addition, collaboration between staff across units to identify best practice can finally leads to improved workflow and work place innovation.



## ST 3.2 Academic services that enhance education eco system

Academic services brings real World information, experience and opportunities to MUIC. It also bring respect, recognition and extra income. Building a strong network with academic institutions, industries, and community can lead to many good collaborative projects which benefit students, MUIC, and/or society as a whole.

# MUIC Strategic Plan 2023-2027

## ST3. Capitalize on expertise and distinction through collaborations

*High quality faculties and staff, a good mix of international employee are the key strengths of MUIC. Through both internal and external collaborations (including with alumni, other fields within Mahidol University, other universities, experts in the same field, government offices, and private organizations), they can create quality outputs for desired shared objectives. Many identified weaknesses of MUIC can be solved by power of thought and competencies of the faculties and staff.*

Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
3.1. Impactful Research and innovation	Interdisciplinary research with high impact  New knowledge and innovation emerged from interdisciplinary researches and activities	3.1.1 Establishment of Research Excellence center	- No. of successful cases of published cross-discipline research in Q1 - No. of creative products/new knowledge - No. intellectual properties (start counting at the application stage)	Assoc. Dean RES & AS	Yearly, start July 2023
	Best practice and finally leads to workflow improvement and career advancement	3.1.2 Continuous of Staff R2R	- No. of R2R products (measure after 1 year onward)	Assoc. Dean RES & AS	Yearly, start July 2023
3.2. Academic services that enhance education eco system	- Income from real business and Industries  - Industrial connection	3.2.1 Improved Academic Service business plan	- Project Value - no. of student activities associated with the strategic industrial partners	Assoc. Dean RES & AS	2023-2027



## Strategy #4:

# Foster Global Citizenship / Mindset

As an international institution, it is very important for MUIC to foster students and staff to be a global citizen who possess the core values of empathy and inter-culturalism. Activities will focus on collaborating with strategic international partners for student and staff global experience, respecting different cultures, engaging with communities and committing to be a part of business, social and environmental solutions. Global mindset means that our people possess a boundaryless attitude and view point where differences in geographical location, physical appearance or beliefs such as race, gender, ethnicity, sexual orientation, religions etc., brings about holistic learning and living not conflict.



## ST 4.1 Enhance Student and staff global experience

Only when a person personally experience something, they truly learned and understood it. Global experiences will help wider our people perspective and help us seeing the bigger picture that will take us a step closer into becoming a global citizen.



## ST 4.2 Promote Multi - cultural engagement and inclusivity

Multi-cultural engagement and inclusivity activities will be another important step for our people to learn, understand, believe and embrace the importance of differences.



## ST 4.3 Promote Service learning

Projects/courses that allow people of MUIC to engage with various communities. The experience with people from different social and economic backgrounds will promote the value of empathy, enhance critical thinking as well as enable the students and faculties to use knowledge and skills for the benefit of humankind.



## ST 4.4 Promote SDG-driven projects

Realising that the World problems is our problem, we need to incorporate SDG into everything we do.

# MUIC Strategic Plan 2023-2027

## ST4. Foster global citizenship / Mindset

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Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
4.1. Enhance Student and staff global experience	Students possess a global mindset	4.1.1 Exchange Program	- No. of Inbound/outbound exchange student	Assoc. Dean for IA	Start July 2023 (Yearly)
		4.1.2 Promote interaction between international and local students	- No. of activities		
		4.1.3 International Expert Seminar for student and staff	- No. of seminar by international experts		
		4.1.4 Global case competition	- No. of international strategic partners participated in the competition	Assoc. Dean for IA and SA	Start July 2024 (yearly)
		4.1.5 Senior Project or internship abroad	No. of Senior Project or internship abroad	Assoc. Dean for IA	Start July 2024 (yearly)
4.2. Promote intercultural engagement and inclusivity	Students possess an understanding of different cultures, believes and needs.	4.2.1 Intercultural activities	- No. of activities / term - No. of students participating in the activities	Assoc. Dean for IA	by July 2024

# MUIC Strategic Plan 2023-2027

## ST4. Foster global citizenship / Mindset

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Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
4.3. Promote Service learning	Long-term Community engagement	4.3.1 Community Service courses/projects, based on MU social engagement criteria	<ul style="list-style-type: none"> <li>No. of courses/projects</li> <li>No. of students</li> <li>Level of impact</li> </ul>	Assoc. Dean for SA and division	Courses open in September 2024
4.4. Promote SDG-driven projects	<p>Internal processes that align with SDGs</p> <p>College activities that drive SDGs</p>	4.4.1 Promote SDG-related projects and research	<ul style="list-style-type: none"> <li>No. of SDG related projects</li> </ul>	Assoc. Dean for SP & QD	by July 2024

Strategy No.5:

# Optimize sustainability of the Organization



Due to the radical changes happening around MUIC and foreseeing more changes to come which will affect future human resource requirements and organisational management system, education institutes need to be prepared. Three areas have been identified as top priorities for MUIC sustainable development for the next four years



## ST 5.1 Excellent HR management

Human resource management challenges include not only motivating faculties and staff, but also developing functional competency and managerial competency of all staff. Embracing and practicing MU Values with an emphasis on MUIC values; excellence, empathy, integrity, and interculturalism, are essential to the unity and the strength to move MUIC forward. Internationalizing the values refers to recognizing the international dimension of the values.

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## ST 5.2 Excellent IT infrastructure and data management

An up-to-date and effective IT infrastructure is essential and top priority for MUIC operations management. The infrastructure takes into consideration international standards and connections. This includes quality Management Information System, the regular report for all level management.

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## ST 5.3 Excellent organization performance

This refers to applying national standards of quality assurance system.

# MUIC Strategic Plan 2023-2027

## ST5. Optimise sustainability of the organization

*Due to the radical changes happening around MUIC and foreseeing more changes to come which will affect future human resource requirements and organisational management system, education institutes need to be prepared. Three areas have been identified as top priorities for MUIC sustainable development.*

Operational Strategies: projects	Expected outputs	Initiative plans	KPIs	Responsible persons	Timeframe
5.1. Excellent HR management	<ul style="list-style-type: none"> <li>- Happy workplace</li> <li>- Organization that is driven by culture and core values</li> </ul>	<p>5.1.1 Increase happiness in workplace: reevaluation of</p> <ul style="list-style-type: none"> <li>- work-life balance</li> <li>- career advancement</li> <li>- fairness</li> <li>- empowerment</li> </ul> <p>5.1.2 Strengthen organizational core values, culture of excellence and engagement.</p>	<ul style="list-style-type: none"> <li>- Staff Happiness index higher than 75 %</li> <li>- no. of successful IDP (Individual Development Program)</li> </ul>	Assoc. Dean for HR and Finance	2023-2027
5.2. Excellent IT infrastructure and data management	Ready to use data, with high accuracy and up-to-date (data from all sections in the college)	<p>5.2.1 Seamless data integration project</p> <p>5.2.2 Modernizing IT infrastructure (i.e. cyber security, data quality)</p>	- user satisfaction level	Assoc. Dean for IT and CC	2023-2027
5.3. Excellent organization performance	Continuous improvement of the organization performance (improvement of all internal processes)	5.3.1 Preparation for Edpex and TQC accreditation	Receive TQC award	Assoc. Dean for SP & QD	2023-2026

## Glossary

**Enriching lives** means delivering good quality of life and overall well-being to all the people who are vitally connected to MUIC. This includes faculty members and staff, and especially students. Besides our role in engaging, educating, and inspiring young minds, the MUIC environment also strives to create personal and professional growth, and promote a positive and healthy lifestyle to all its inhabitants.

**Expanding potentials** refers to the ability of an individual or organization to increase their ability to achieve their goals and objectives. It is a concept that emphasizes growth and development through exploring new opportunities, taking charge of their lives, and being proactive in finding solutions to challenges. Expanding potentials can come from many different sources. In Education, students are provided with the opportunity to explore new skills through the iDesign curriculum. The newly developed minor, Designing Innovations, aims at allowing students to seek out new challenges by acting as consultants and solve real-world problems presented to them by people in the industry. This is the opportunity to build new relationships, negotiate teamwork, and learn the art of networking. Through it, students will learn a more agile working style, as they seek to continuously improve and enhance their abilities to problem-solve.

**Shaping Futures** refers to the process of actively creating a preferred future for oneself and others by taking deliberate steps to influence the outcome. It involves the development of strategies and plans to ensure that goals are achieved in a timely and efficient manner. This concept is the key to developing a sustainable future. Shaping Futures encompasses creating the awareness of the world around us, realizing our capacity to problem-solve and being inspired to pro-actively participate in issues that matter such as the environmental and social equality.

**Global citizenship:** embodies concepts, values and practices of creating and maintaining an identity that transcends, respects and includes diverse backgrounds particularly in terms of geography, politics, culture, race, religion and gender. **Global citizenship education** aims to develop the knowledge, skills, values, and attitudes necessary for individuals to become active and informed members of the global community. It encourages critical thinking, empathy, and cultural awareness, and helps individuals develop a sense of belonging to a shared humanity. **Global citizens** understand that their actions and decisions have an impact on others and the planet, and that they have a role to play in promoting peace, justice, sustainability, and human rights. They are informed, engaged, and proactive in addressing global challenges such as poverty, inequality, climate change, and conflict.



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