



Mahidol University
International College



MUIC

STRATEGIC PLAN

2020 - 2024



Mahidol University
International College

MUIC Strategic Plan 2020-2024

INTRODUCTION

Realizing the current paradigm shift and constant changes in economics, politics, and social status worldwide, MUIC has seen the need to prepare itself, its faculty, staff, and students for the changes. This has led to the development of a 5-year Strategic Plan, using a participative approach to ensure inclusive inputs from all stakeholders.

Expecting a different picture of the world in the next 5 to 10 years—the time when the current students face the real world—the MUIC 5-year Strategic Plan development includes a reexamination of the role, core competencies, positioning, and vision and mission of the organization.

Advances in communication technology have enabled people from different parts of the world to meet and associate in different ways. More and more people have become “global citizens,” living and working in an international environment adopting international social protocols.

As the world is fast-changing, the future is becoming more unpredictable than ever. By the time a student graduates, some knowledge could be outdated. Nevertheless we believe that “individuals have the potential to shape their future.” The role of an education organization may have to change. MUIC sees its role as one that will “empower individuals to define, develop, and realize their potential.” With the acquisition of knowledge and skills, individuals can learn to shape their future to take advantage of new opportunities.

MUIC has been established as an international college under Mahidol University, providing liberal arts education to both Thai and foreign students. For over 30 years, MUIC has strengthened its competencies in order to offer a reputable liberal arts education and a conducive international learning environment.

Based on our belief, newly defined role, and competencies, MUIC’s new mission is to *inspire innovation, foster human potential, and create new knowledge through* the integration of arts and sciences in an international environment, ultimately resulting in education, research, and services that will serve the needs of society and benefit humankind.

The mission suggests an emphasis on learners by inspiring (stimulating, motivating, encouraging) them to expand their capabilities to their fullest potential through the Liberal Arts education model and international education environment.

Based on the new mission, “to inspire innovation, foster human potential, and create new knowledge through world-class Liberal Arts education in international environment and research for lifelong learning,” the **strategic objectives** of the 5-year Strategic Plan is for MUIC *to be sustainable and be globally recognized for International Liberal Arts Education*.

To be globally recognized implies that MUIC’s Liberal Arts education meets world-class or international standards. While focusing on learners, we also aim to ensure organization sustainability with good financial health, good organization management and competent human resources.

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

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

RELATIONSHIP BETWEEN KEY INPUTS TO STRATEGIC OBJECTIVES AND STRATEGIES



STRATEGIC OPPORTUNITIES

1. **Globalization** favors international education environment and good basic knowledge of science, arts, culture, and languages. It opens doors for global collaboration.
2. **Advanced technology and innovation** offers big opportunities to learn and uplift skills. Advanced communication technology enables learning and sharing knowledge globally.
3. **Thailand Long-term National Strategic Plan** (Especially Strategy 3), gives priorities to human resource development in terms of 21st Century Competency, multiple skills, and Lifelong Learning.
4. **World's attention to Asia** gives MUIC the advantage of being a leading international educational institute in Thailand.
5. **Awareness and consciousness of health and wellness** induces public and students' attention to better knowledge related to health and good living.

STRATEGIC CHALLENGES

1. **Speed of advanced technology** is a challenge for most people, to upskill or reskill. Providing quality education for future global citizens requires speed of updating and acquiring new knowledge for the future.
2. **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 effective teaching and learning methodology are among important challenges.
3. **Knowledge Shift** is proven in all fields of knowledge, be they science, arts, social science, culture, or design. Participation in international education arena for global citizens requires new global knowledge standards.

STRATEGIC COMPETITIVENESS (Advantages)

Compared to other international colleges in Thailand, MUIC has the advantage of offering Liberal Arts Education Model which has a wide range of general knowledge (Liberal Arts) and choices of depth knowledge in many fields that will serve as a good foundation for advanced studies or career pursuit.

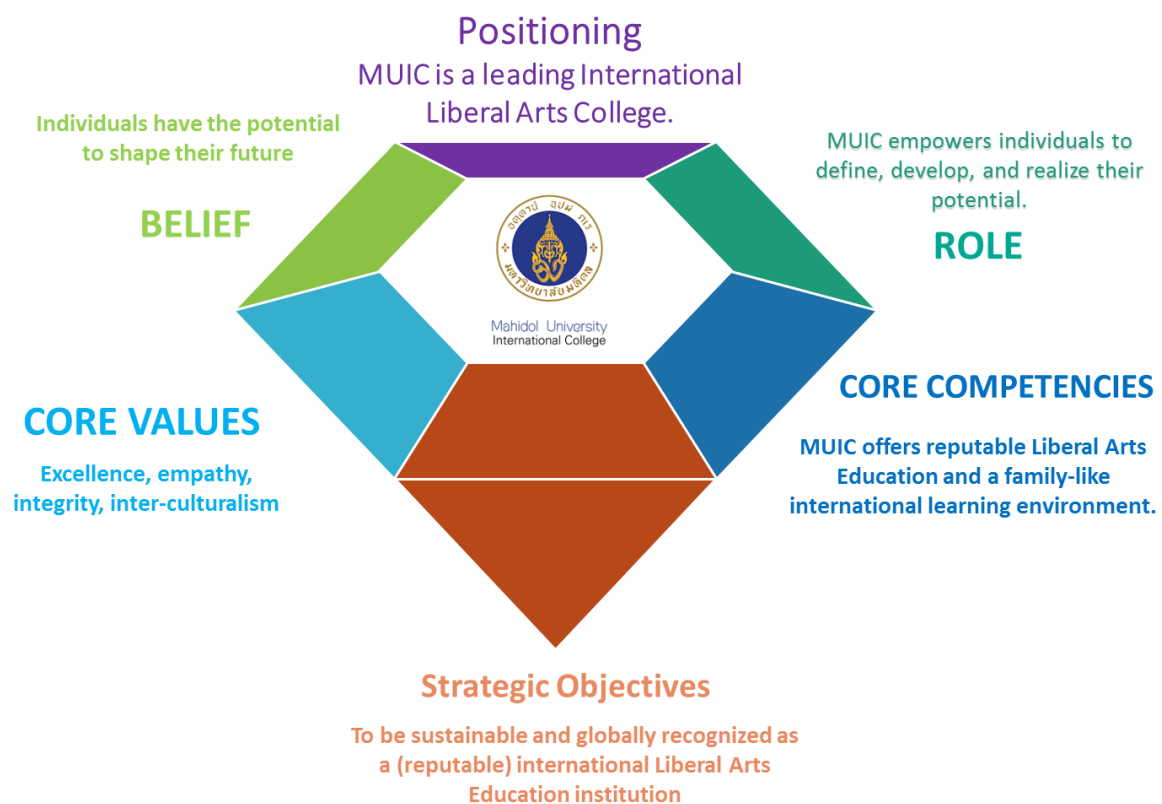
Compared to other international programs offered by other universities, MUIC could be the preferred choice for its Liberal Arts program and for being an international institution with an international study environment.

Unlike other international programs with the same disciplines or areas of study offered by Mahidol University, MUIC offers not only classes conducted in English, but also learning in an international environment where students can also learn from / with different cultures, values, and ways of thought, simulating the real international living and working environment.



KEY SUCCESS FACTORS

1. Improved infrastructure and facilities
2. Effective resources management
3. Proper marketing
4. 21st Century curriculum
5. Strong international network/ relationship
6. Research commitment/ dedication
7. Budget for PR/ faculty involvement/ identify and understand customers' needs and practices
8. Research that makes an impact on community/ community needs analysis
9. Faculty and staff commitment
10. Qualified human resources
11. Financial resources/ compensation
12. Cutting-edge knowledge on technology
13. Information on potential target market (for venturing into life-long learning)
14. Networking resources with companies and corporations
15. Fully-operating facilities
16. Changing perceptions
17. Truly international mindset
18. Interdisciplinary programs
19. Continuous education for lifelong learning
20. Collaboration with accreditation institutions





VISION

Enriching lives.
Expanding potentials.
Shaping futures.



MISSION

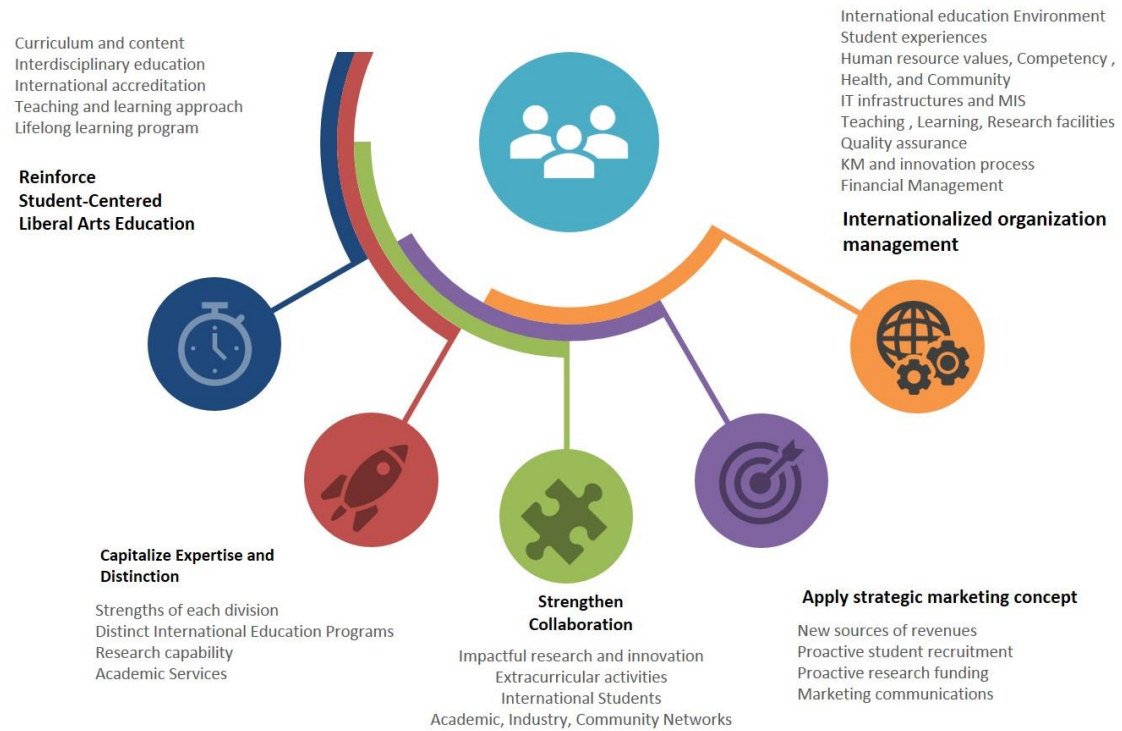
MUIC inspires innovation, fosters human potential, and creates new knowledge *through* the integration of arts and sciences in an international environment, ultimately resulting in education, research, and services to serve the needs of society and benefit humankind.



GOAL

To be a globally recognized International Liberal Arts College.

Strategies



Strategy and Strategic Operation Directions

Strategy 1 Reinforce Student-centered Liberal Arts Education

Strategic Operation Directions: ST1.1 Curriculum and Content
ST1.2 Interdisciplinary Education
ST1.3 International Accreditation
ST1.4 Teaching/learning Approach
ST1.5 Lifelong Learning Program

Strategy 2 Capitalize Expertise and Distinction

Strategic Operation Directions: ST2.1 Strengths of Each Division
ST2.2 Distinct International Education Programs
ST2.3 Research Capability
ST2.4 Academic Services

Strategy 3 Strengthen Collaboration

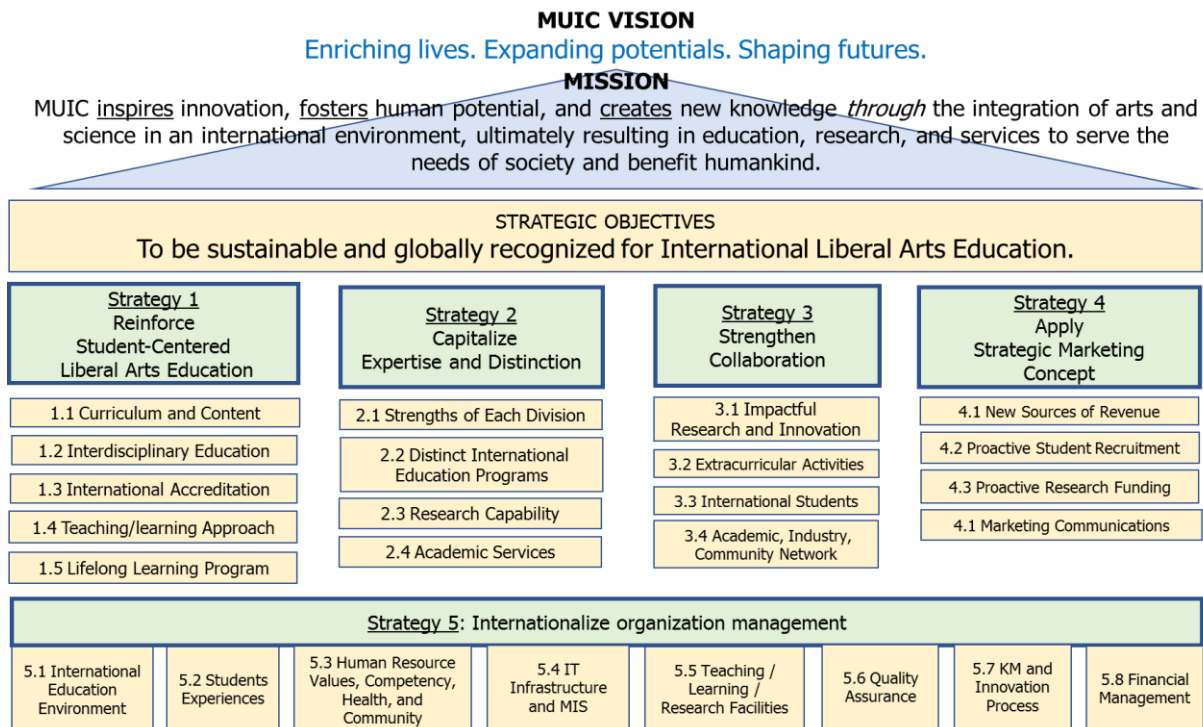
Strategic Operation Directions: ST3.1 Impactful Research and Innovation
ST3.2 Extracurricular Activities
ST3.3 International Students
ST3.4 Academic, Industry, Community Networks

Strategy 4 Apply Strategic Marketing Concept

Strategic Operation Directions: ST4.1 New Sources of Revenue
ST4.2 Proactive Student Recruitment
ST4.3 Proactive Research Funding
ST4.4 Marketing Communications

Strategy 5 Internationalize Organization Management

Strategic Operation Directions: ST5.1 International Education Environment
ST5.2 Students Experiences
ST5.3 Human Resource Values, Competency, Health, and Community
ST5.4 IT Infrastructure and MIS
ST5.5 Teaching / Learning / Research Facilities
ST5.6 Quality Assurance
ST5.7 KM and Innovation Process
ST5.8 Financial Management



Strategy 1 Reinforce Student-centered Liberal Arts Education

This means reinforcing MUIC's existing variety of educational programs, learning experiences, instructional approaches, and academic-support strategies intended to address the distinct learning needs, interests, aspirations, or cultural backgrounds of individual students and groups of students. The reinforcement will focus on 5 areas, aiming to make MUIC move towards becoming a world-class and leading student-centered Liberal Arts College.

ST 1.1 Curriculum and Content

Update content of the current curriculum and/or redesign / create total curriculum to incorporate new advanced knowledge, skills, and future requirements of that particular field. Consider online courses or curriculum where appropriate.

ST 1.2 Interdisciplinary Education

Collaboratively design and develop 'interdisciplinary education' (cross-discipline) within MUIC or MU, based on future requirements which will benefit the students.

ST 1.3 International Accreditation

International accreditation is important for international students and international collaboration. All disciplines should complete international accreditation in their relevant fields.

ST 1.4 Teaching/Learning Approach

Redesign teaching / learning approaches which inspire digital native students, recognizing the differences in values and behaviors, due to experiences and exposure to information.

ST 1.5 Lifelong Learning Program

Develop lifelong learning programs for alumni and public, offline and online, for revenue and for public sharing.

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

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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

Strategy 2 Capitalize Faculty Expertise and MUIC Distinction

High quality faculties and a good mix of international faculties are the key strengths of MUIC. Together, faculties can create quality outputs for desired shared objectives. Many identified weaknesses of MUIC can be solved by power of thought and competencies of the facilities.

ST 2.1 Strengths of Each Division

Strengthen highlights of each division, and redesign the messages in different forms to effectively communicate and to enhance MUIC image resulting in attracting more students. This will also benefit alumni.

ST 2.2 Distinct International Education Programs

Distinct education programs (different from other international college/programs in universities) known among students are: Science, Biology, Tourism, Applied Arts, and Student Exchange Programs. These programs can be highlighted and become good sources of revenue.

ST 2.3 Research Capability

A number of MUIC's research outputs can be built on. Faculties / researchers are encouraged to work with international scholars through research collaboration.

ST 2.4 Academic Services

Academic services can be an important source of revenue contributing to continuity of MUIC. Academic services also bring respect and recognition to MUIC.

Strategy 2 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 <ul style="list-style-type: none"> • 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

MUIC Strategic Plan 2020-2024

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

“Collaboration” refers to MUIC’s internal and external collaboration, including with alumni, other fields within Mahidol University, other universities, experts in the same field, government offices, and private organizations. MUIC is to develop standard protocols for different types of collaboration. Collaboration in this strategic plan focuses on, but is not limited to, four purposes:

ST 3.1 Impactful Research and Innovation

Strengthen relationship with research grant givers. Identify and collaborate with appropriate parties to create impactful research and/or multidisciplinary research. Inspire and seriously create foundation for innovation.

ST 3.2 Extracurricular Activities

Identify and collaborate with cross disciplines or private organizations to create demand-focus programs for enhancing students’ experiences.

ST 3.3 International Students

Identify and collaborate with targeted international universities for faculty and student exchange program. Partner universities could cover many countries in the world to provide exposure opportunities for students.

ST 3.4 Academic, Industry, and Community Network

“Network” is an important factor for continued development. Building a strong network with academic institutions, industries, and community can lead to many good collaborative projects which benefit students, MUIC, or society. Alumni serve as the best reference and can also be a source of valuable practical knowledge and experience. Build systematic alumni connection, encouraging collaboration among alumni.

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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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

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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

Strategy 4 Apply Strategic Marketing Concept

Improving financial status is among the top priorities of MUIC. A strategy is to focus on building profitable revenue, applying strategic marketing concept in management, not only as a function. This includes a thorough review of consumer insights, market segments, sources of revenue, branding, product and services mix, positioning, pricing, reaching out to customers (payers and users of MUIC products and services) and marketing communication to build brand equity, preference, and loyalty.

ST 4.1 New Sources of Revenue

Educational products and services in different forms may bring additional revenue from new sources. Identify new forms of education or services for the existing or new customer segments. This includes offering 'international' courses for other faculties within MU.

ST 4.2 Proactive Student Recruitment

The main revenue stream is from regular curriculum (products/service) in the form of tuition fee. This can be accomplished by applying proactive student recruitment, reaching out to high schools, domestic and international schools in Thailand and in other countries to build awareness and trust.

ST 4.3 Proactive Research Funding

A commitment of education institutes is a creation of new knowledge and innovation. It is a strategy to continually strengthen competency of faculties / teachers. Research grants are available from users of research be they government offices, NGOs or private organizations.

ST 4.4 Marketing Communications

Communication is an important tool to build brand awareness and conviction of target "customers." Identify target audience and professionally develop strategic integrated marketing communication plan and execute it efficiently, utilizing MU and Thailand brands.

Strategy 4 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Effective / cost-effective Integrated Marketing Communication; content, tools, media 	4.4.1 Number of applications	Assoc. Dean for Corporate Communication

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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

Due to the radical changes happening around MUIC and foreseeing more changes to come which will affect future human resource requirement and education system, education institutes need to be prepared. For the next five years, seven areas have been identified as top priorities for development. Being a leading international college in Thailand, aiming to be globally recognized and having a good mix of international students and faculties, it is imperative to internationalize management of seven key areas.

ST 5.1 International Education Environment

Having a truly international education environment is very important for MUIC as a leading international college, putting MUIC in a preference list in this highly competitive education market. This includes, for instance, using English as the major means of communication in all channels, respecting different cultures, and being open-minded for diversity.

ST 5.2 Students' Experiences

This refers to a thorough review of all touch points of students from getting to know MUIC before entering till becoming an alumni. All touch point services should meet international standards. All students should experience a family-like international learning environment.

ST 5.3 Human Resource: Values, Competency, and Community

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 inter-culturalism, are essential to the unity and the strength to move MUIC forward. Internationalizing the values refers to recognizing the international dimension of the values.

ST 5.4 IT Infrastructure and MIS

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*.

ST 5.5 Teaching / Learning / Research Facilities

International students and faculties expect decent teaching and learning facilities. This includes equipment in classrooms, facilities for online teaching/learning, laboratories, studios, and facilities for hands-on practice.

ST 5.6 Quality Assurance

This refers to applying international standards of quality assurance system.

ST 5.7 KM and Innovation Process

Proper Knowledge Management is an important foundation for education and innovation. MUIC is to develop a KM system to support education, research, and lifelong learning. Systematic Innovation Process would be helpful for development of innovation.

ST 5.8 Financial Management

"Financial" matter" is critical for building" sustainable organization" because in the next five years, financial matters will be increasingly important for MUIC. This may mean a need to "reform" the financial management system and reviewing sources and use of fund.

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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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

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Operation Strategies	Expected Outputs	KPIs	Responsible
	basis for important decisions		
5.4 IT Infrastructure and MIS	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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%

MUIC Strategic Plan 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)
5.4	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

MUIC Strategic Plan 2020-2024

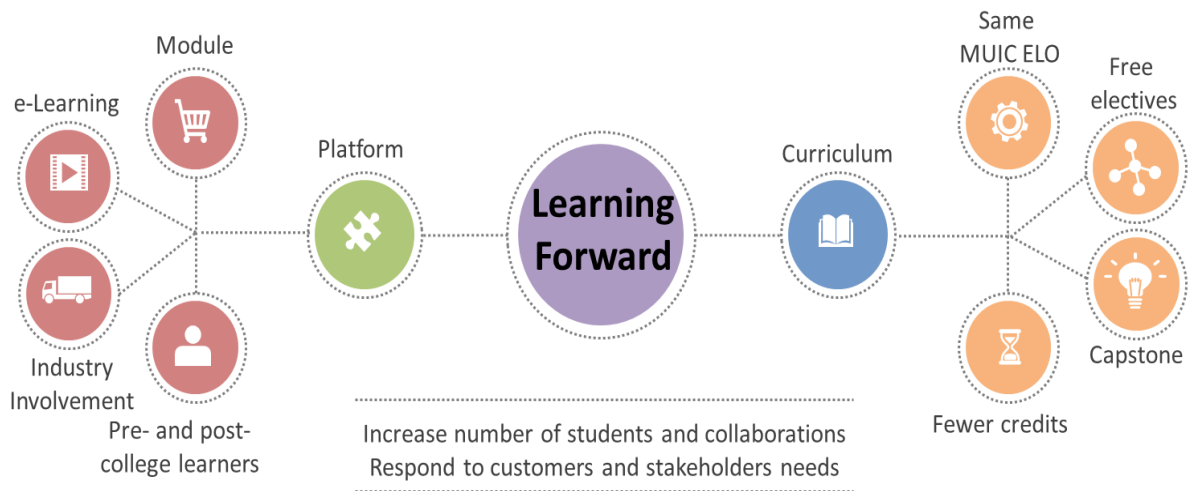
Code	Operation Strategies	Code	MUIC KPIs	MU KPIs	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)
5.7	KM and Innovation Process	5.7.1	Completion of KM process	-	Current status analysis	Plan Development	Implementa- tion (KM Collection 5)	Implementa- tion (KM Sharing)	Participation 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



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

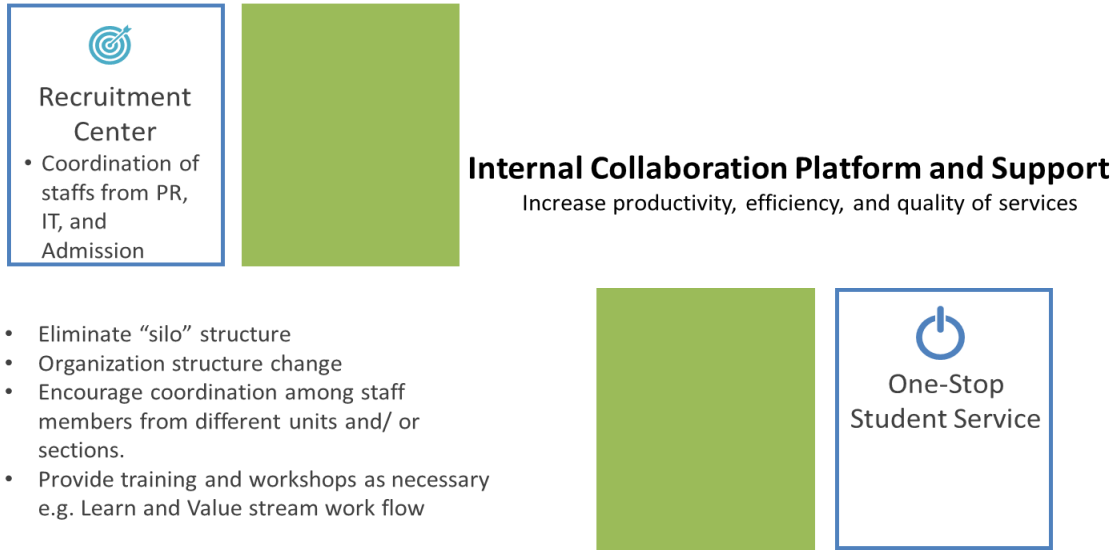


New MUIC Digital Communication Platform

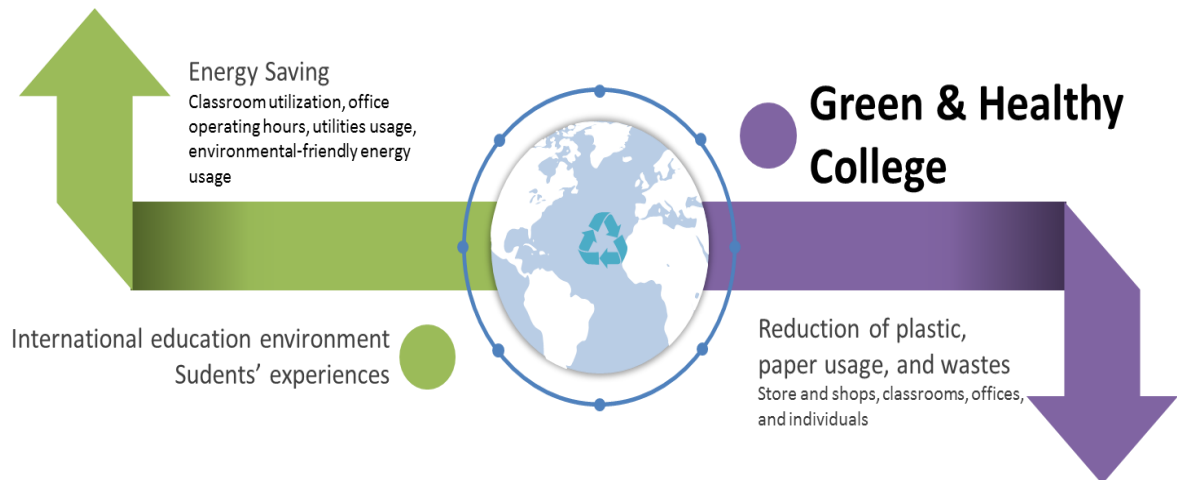
- Marketing Communication

- 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



Definitions

Key Words	Definition
APPLY	To make use of something or use it for a practical purpose https://dictionary.cambridge.org/dictionary/english/strengthen?q=Strengthen
BRAND EQUITY	Brand equity refers to a value premium that a company generates from a product with a recognizable name when compared to a generic equivalent. Companies can create brand equity for their products by making them memorable, easily recognizable, and superior in quality and reliability. https://www.investopedia.com/terms/b/brandequity.asp
CAPITALIZE	To make the most of, to take advantage of https://dictionary.cambridge.org/dictionary/english/strengthen?q=Strengthen
COLLEGE	Synonyms: School, university, academy
COLLEGE	col·lege noun 1. an educational institution or establishment, in particular one providing higher education or specialized professional or vocational training. "I'm at college, studying graphic design." Synonyms: Educational institution, training establishment, center of learning, seat of learning; 2. an organized group of professional people with particular aims, duties, and privileges. "the electoral college" Synonyms: Association, society, club, group, band, circle, fellowship, body, guild, lodge, order, fraternity, confraternity, brotherhood, sisterhood, sorority, league, union, alliance, affiliation, institution, coterie, federation; rare sodality "the College of Heralds"
COMPETITIVENESS	the fact of being able to compete successfully with other companies, countries, organizations, etc. https://dictionary.cambridge.org/dictionary/english/competitiveness Ability of a firm or a nation to offer products and services that meet the quality standards of the local and world markets at prices that are competitive and provide adequate returns on the resources employed or consumed in producing them. http://www.businessdictionary.com/definition/competitiveness.html

Key Words	Definition
CORE COMPETENCIES	Core Competencies are what the company <u>does best</u> and consist of the combined activities, operations, and resources that distinguish the company (organization) from competitors.
CORE COMPETENCIES	<p>Core competencies are <u>the resources and/or strategic advantages</u> of a business, including the combination of pooled knowledge and technical capacities that allow it to be competitive in the marketplace. In other words, core competencies are what the company <u>does best</u> and consist of the combined activities, operations, and resources that distinguish the company from competitors.</p> <p>https://www.investopedia.com/terms/c/core_competencies.asp</p>
CORE VALUES	<p>Core values are the fundamental beliefs of a person or organization. ... Core values also help companies to determine if they are on the right path and fulfilling their goals by creating an unwavering guide.</p> <p>https://examples.yourdictionary.com/examples-of-core-values.html</p> <p>The organizations that succeed are ones that stay true to their core values over the years and create an organization that employees and customers are proud to associate with. That's where company vision and mission statements come in.</p>
CREATE	Synonyms: Generate, product, craft, form
CROSS-DISCIPLINARY	<p>Cross-disciplinary is a general term used to refer to any activity that involves two or more academic disciplines. These activities can range from those that simply place disciplinary insights side-by-side (Multidisciplinary) to much more integrative or socially inclusive approaches.</p> <p>Defining "Multidisciplinary" and "Cross-disciplinary" - Rick Szostak https://sites.google.com/a/...ca/.../defining-multidisciplinary-and-cross-disciplinarity</p>
DEVELOP	<p>Develop to (cause something to) grow or change into a more advanced, larger, or stronger form</p> <p>https://dictionary.cambridge.org/dictionary/english/strengthen?q=Strengthen</p>
EMPATHY	Understanding, compassion, responsiveness
EMPOWER	To encourage and support the ability to do something

Key Words	Definition
EMPOWER	<p>Empower verb [T] UK /ɪmˈpaʊə/ US /-ˈpaʊr/ to give someone official authority or the freedom to do something: [+ to infinitive] This <i>amendment</i> empowers the <i>president</i> to <i>declare</i> an <i>emergency</i> for a <i>wide range</i> of <i>reasons</i>. The first <i>step</i> in empowering the <i>poorest sections</i> of <i>society</i> is making <i>sure</i> they <i>vote</i>.</p> <p>Empower verb [T] US /ɪmˈpaʊ-ər, -ˈpaʊər/ to encourage and support the ability to do something: We <i>want</i> to empower <i>individuals</i> to get the <i>skills</i> they need. To empower is also to give legal authority for something: The <i>state constitution</i> does not empower <i>counties</i> to <i>create housing authorities</i>.</p> <p>https://dictionary.cambridge.org/dictionary/english/empower</p>
EXCELLENCE	Quality, Superiority, Distinction
EXTRACURRICULAR	<p>An extracurricular activity or subject that is not part of the usual school or college course.</p> <p>https://dictionary.cambridge.org/dictionary/english/extracurricular</p>
FOSTER	Synonyms: Nurture, stand-in, adoptive
FUTURE-FOCUSED	<div> <p>Future-focused learning prepares students across all curriculum areas and learning stages with skills and capabilities to thrive in a rapidly changing and interconnected world. It connects students and engages their sense of curiosity. Future-focused teachers know and understand the needs and talents of their students. Oct 25, 2018</p> <p>Future-focused learning and teaching Curriculum https://education.nsw.gov.au/teaching...future/future-focused-learning-and-teaching</p> </div> 
INSPIRE	Synonyms: Stimulate, Motivate, Encourage
INSTITUTE	Institution, organization, establishment, foundation, association, society

Key Words	Definition
INSTITUTION	<p>Institutions, according to Samuel P. Huntington, are "stable, valued, recurring patterns of behavior". Further, institutions can refer to mechanisms of social order, which govern the behavior of a set of individuals within a given community. Wikipedia</p> <p>in·sti·tu·tion /,ɪnstəˈt(y)ʊʃ(ə)n/ noun</p> <p>1. a society or organization founded for a religious, educational, social, or similar purpose "a certificate from a professional institution" Synonyms: organization, establishment, institute, foundation, center</p> <p>2. an established law, practice, or custom "the institution of marriage" synonyms: practice, custom, phenomenon, fact, procedure, convention, usage, tradition, rite, ritual, fashion, use, habit, wont</p>
INTEGRITY	Truth, Truthfulness, Honesty, Reliability
INTERCULTURALISM	Support for cross-cultural dialogue and challenging self-segregation tendencies within cultures
INTERDISCIPLINARITY	<p>Interdisciplinarity or interdisciplinary studies involves the combining of two or more academic disciplines into one activity (e.g., a research project). It draws knowledge from several other fields like sociology, anthropology, psychology, economics etc. It about creating something by thinking across boundaries. It is related to an interdiscipline or an interdisciplinary field, which is an organizational unit that crosses traditional boundaries between academic disciplines or schools of thought, as new needs and professions emerge.</p> <p>The term interdisciplinary is applied within education and training pedagogies to describe studies that use methods and insights of several established disciplines or traditional fields of study. Interdisciplinarity involves researchers, students, and teachers in the goals of connecting and integrating several academic schools of thought, professions, or technologies—along with their specific perspectives—in the pursuit of a common task</p> <p>https://en.wikipedia.org/wiki/Interdisciplinarity</p>
INTERNATIONALIZE	<p>Internationalize means to make international, as in scope or <u>character</u>. (The combination of mental characteristics and behavior that distinguishes a person or group)</p> <p>https://www.thefreedictionary.com/internationalizing</p>

Key Words	Definition
ISO 21001:2018	<p>ISO 21001:2018 specifies requirements for a management system for educational organizations (EOMS) when such an organization:</p> <p>a) needs to demonstrate its ability to support the acquisition and development of competence through teaching, learning or research;</p> <p>b) aims to enhance satisfaction of learners, other beneficiaries and staff through the effective application of its EOMS, including processes for improvement of the system and assurance of conformity to the requirements of learners and other beneficiaries.</p> <p>All requirements of ISO 21001:2018 are generic and intended to be applicable to any organization that uses a curriculum to support the development of competence through teaching, learning or research, regardless of the type, size or method of delivery.</p> <p>ISO 21001:2018 can be applied to educational organizations within larger organizations whose core business is not education, such as professional training departments.</p> <p>ISO 21001:2018 does not apply to organizations that only produce or manufacture educational products.</p> <p>https://www.iso.org/standard/66266.htmlhttps://www.iso.org/standard/66266.html</p>
LIBERAL ARTS	<div data-bbox="512 1249 1378 1816"> <h3 style="text-align: center;">The Liberal Arts Philosophy</h3> <ul style="list-style-type: none"> □ The majority of U.S. undergrad programs are based on the concept of liberal arts. □ Liberal arts: well-rounded academic education that develops verbal, written, and reasoning skills. □ Students begin their degree by taking a wide variety of courses in the arts, humanities, languages, and the social and physical sciences. □ They then choose a subject in which to specialize (a major) and take about 25 to 50 percent of their classes in the major area. □ Students can also take a minor. It is a secondary specialization and does not require as much coursework as does a major. □ Some students take multiple majors and/or minors. </div>
LIBERAL ARTS	Features of a Liberal Arts College:

Key Words	Definition
	<p>A liberal arts college has several qualities that distinguish it from a university or community college. In general, a liberal arts college is characterized by the following:</p> <ol style="list-style-type: none"> 1. Undergraduate focus: The number of graduate students at a liberal arts college is low or zero. This means professors are dedicated exclusively to undergraduates, and your classes will rarely be taught by graduate students. 2. Baccalaureate degrees: Most degrees awarded from a liberal arts college are four-year bachelor's degrees such as a B.A. (Bachelor of Arts) or B.S. (Bachelor of Science). 3. Small size: Nearly all liberal arts colleges have fewer than 5,000 students, and most are in the 1,000 to 2,500 student range. This means you'll get to know your professors and peers well. 4. Liberal arts curriculum: Liberal arts colleges focus on broad skills in critical thinking and writing, not narrow pre-professional skills. Along with a focused major, liberal arts students will take a breadth of courses in fields such as religion, philosophy, literature, math, science, psychology, and sociology. 5. Faculty focus on teaching: At a large university, professors are often evaluated for their research and publishing first, and teaching second. At most liberal arts colleges, teaching has the top priority. The "publish or perish" model for faculty tenure may still be true at liberal arts colleges, but the equation for tenure will place much greater emphasis on teaching. 6. Focus on community: Because of their small size, liberal arts colleges often highly value the interaction of faculty and students. The overall educational environment tends to be more intimate and personal than at larger universities. If you don't like the idea of 500-person lecture halls and professors who don't know your name, a liberal arts college might be a good choice. 7. Residential: The majority of students at liberal arts colleges live at college and attend full time. You'll find far more commuter students and part-time students at public universities and community colleges.
LIBERAL ARTS COLLEGE	<p>A liberal arts college or liberal arts institution of higher education is a college with an emphasis on undergraduate study in the liberal arts and sciences. Such colleges aim to impart a broad general knowledge and develop general intellectual capacities (in contrast to a professional, vocational, or technical curriculum). Students in a liberal arts college generally major in a particular discipline while receiving exposure to a</p>

Key Words	Definition
	<p>wide range of academic subjects, including sciences as well as the traditional humanities subjects taught as liberal arts.</p>
LIBERAL ARTS COLLEGE	<p>A liberal arts college or liberal arts institution of higher education is a college with an emphasis on undergraduate study in the liberal arts and sciences. Such colleges aim to impart a broad general knowledge and develop general intellectual capacities, in contrast to a professional, vocational, or technical curriculum. Students in a liberal arts college generally major in a particular discipline while receiving exposure to a wide range of academic subjects, including sciences as well as the traditional humanities subjects taught as liberal arts.</p> <p>Although it draws on European antecedents, the liberal arts college is strongly associated with American higher education, and most liberal arts colleges around the world draw explicitly on the American model.</p> <p>https://en.wikipedia.org/wiki/Liberal_arts_college</p>
LIFELONG LEARNING	<p>Lifelong learning is the "ongoing, voluntary, and self-motivated" pursuit of knowledge for either personal or professional reasons. Therefore, it not only enhances social inclusion, active citizenship, and personal development, but also self-sustainability, as well as competitiveness and employability.</p> <p>https://en.wikipedia.org/wiki/Lifelong_learning</p>
MARKETING COMMUNICATIONS	<p>Marketing communications (MC, marcom(s), marcom(s)) uses different marketing channels and tools in combination: Marketing communication channels focus on any way a business communicates a message to its desired market, or the market in general. A marketing communication tool can be anything from: advertising, personal selling, direct marketing, sponsorship, communication, and promotion to public relations. Marketing Communications are made up of the marketing mix which is made up of 4P's: Price, Promotion, Place and Product, for a business selling goods, and made up of 7P's: Price, Promotion, Place, Product, People, Physical evidence and Process, for a service-based business.</p> <p>https://en.wikipedia.org/wiki/Marketing_communications</p> <p>Marketing communications is essentially a part of the marketing mix. The marketing mix defines the 4Ps of marketing and Promotion is what marketing communications is all about. It is the message your organization is going to convey to your market. You need to be very particular about different messages you are going to convey through different mediums.</p> <p>https://www.managementstudyguide.com/marketing-communications.htm</p>

Key Words	Definition
MARKETING MANAGEMENT	<p>Marketing management is the process of developing strategies and planning for products or services, advertising, promotions, sales to reach desired customer segment.</p> <p>https://en.wikipedia.org/wiki/Marketing_management</p>
MISSION STATEMENT	<p>A mission statement is, in some ways, an action-oriented vision statement, declaring the purpose an organization serves to its audience. That often includes a general description of the organization, its function, and its objectives. Ultimately, a mission statement is intended to clarify the "what," the "who," and the "why" of a company. It's the roadmap for the company's vision statement.</p> <p>https://blog.hubspot.com/marketing/inspiring-company-mission-statements</p>
MISSION STATEMENT	<p>A mission statement is a short statement of why an organization exists, what its overall goal is, identifying the goal of its operations.</p> <p>A mission is not simply a description of an organization by an external party, but an expression, made by its leaders, of their desires and intent for the organization.</p> <p>The purpose of a mission statement is to communicate the organization's purpose and direction to its employees, customers, vendors, and other stakeholders.</p> <p>A mission statement also creates a sense of identity for its employees. Organizations normally do not change their mission statements over time, since they define their continuous, ongoing purpose and focus.</p> <p>https://en.wikipedia.org/wiki/Mission_statement</p>
POSITIONING	<p>Positioning refers to the place that a brand occupies in the minds of the customers and how it is distinguished from the products of the competitors</p>
REINFORCE	<p>To make something stronger</p> <p>https://dictionary.cambridge.org/dictionary/english/strengthen?q=Strengthen</p>
REPUTABLE	<p>Synonyms: Trustworthy, decent, reliable, dependable</p>
ROLE	<p>A role (also rôle or social role) is a set of connected behaviors, rights, obligations, beliefs, and norms as conceptualized by people in a social situation. It is an expected or free or continuously changing behavior and may have a given individual social status or social position.</p>

Key Words	Definition
	<p>Cr. Wikipedia</p> <p>ROLE</p> <ul style="list-style-type: none"> ❑ The position or purpose that someone or something has in a situation, organization, society, or relationship. ❑ The duty or use that someone or something usually has or is expected to have. <p>https://dictionary.cambridge.org/dictionary/english/role</p>
STRATEGIC MARKETING	<p>(1) Marketing strategy is a long-term, forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage.</p> <p>(2) Identification of one or more sustainable competitive advantages a firm has in the markets it serves (or intends to serve), and allocation of resources to exploit them</p> <p>http://www.businessdictionary.com/definition/strategic-marketing.html</p> <p>(3) Companies use <i>strategic marketing</i> to identify customer needs and to create a marketing plan to achieve customer satisfaction, improve company performance and increase profit. Typically, an organization will create a written strategic marketing plan that dictates what type of marketing programs it will use during a given time frame and how those programs will be implemented. By outlining how it will engage customers and use new sales and marketing methods, an organization can grow and increase market domination. Strategic marketing can also help a business become more innovative and better penetrate a market.</p> <p>https://learn.org/articles/What_is_Strategic_Marketing.html</p>
STRATEGIC MARKETING CONCEPT	<p>The identification of needs, wants and opportunities in the marketplace, and using these as a basis for decisions involved in planning marketing strategies. A marketing concept explores coordinating a company's competence with a customer's wants.</p> <p>https://www.pmlive.com/intelligence/healthcare_glossary/Terms/s/strategic_marketing_concept</p>
STRENGTHEN	<p>to make something stronger or more effective, or to become stronger or more effective</p> <p>https://dictionary.cambridge.org/dictionary/english/strengthen?q=Strengthen</p>
STUDENT-CENTERED	<p><u>Student-centered learning</u>, also known as learner-centered education, broadly encompasses methods of teaching that shift the focus of instruction from the teacher to the student. <i>Wikipedia</i></p> <p>The term <u>student-centered learning</u> refers to a wide variety of educational programs, learning experiences, instructional approaches,</p>

Key Words	Definition
	<p>and academic-support strategies that are intended to address the distinct learning needs, interests, aspirations, or cultural backgrounds of individual students and groups of students.</p> <p>https://www.edglossary.org/student-centered-learning/</p>
STUDENT-CENTERED LEARNING	<p>Student-centered learning, also known as learner-centered education, broadly encompasses methods of teaching that shift the focus of instruction from the teacher to the student. In original usage, student-centered learning aims to develop learner autonomy and independence by putting responsibility for the learning path in the hands of students by imparting them with skills and basis on how to learn a specific subject and schemata required to measure up to the specific performance requirement. Student-centered learning theory and practice are based on the <i>constructivist learning theory</i> that emphasizes the learner's critical role in constructing meaning from new information and prior experience.</p> <p>https://en.wikipedia.org/wiki/Student-centred_learning</p>
STUDENT-FOCUSED	<p>Any program of learning that first considers the needs and initiatives of students.</p> <p>https://www.igi-global.com/dictionary/student-focused/57383</p>
SUSTAINABLE	<p>Maintainable, justifiable, viable, worthwhile, relevant</p>
VISION / VISION STATEMENT	<p>A vision statement is a company's road map, indicating what the company wants to become by setting <u>a defined direction</u> for the company's <u>growth</u>. Vision statements undergo minimal revisions during the life of a business, unlike operational goals which may be updated from year-to-year.</p> <p>https://en.wikipedia.org/wiki/Vision_statement</p> <p>A vision statement describes where the company aspires to be upon achieving its mission. This statement reveals the "where" of a business -- but not just where the <i>company</i> seeks to be. Rather, a vision statement describes where the company wants a <i>community</i>, or the <i>world</i>, to be as a result of the company's services.</p> <p>https://blog.hubspot.com/marketing/inspiring-company-mission-statements</p> <p>The essence of a vision statement should be able to be captured in a couple of compelling sentences. Those sentences need to, as John Kotter defines it, be imaginable, desirable, feasible, focused, flexible and communicable. Ensuring you have all of these elements within the vision ensures it doesn't become just another cliché for the organization.</p>

Key Words	Definition
	<p>Cr. Joseph Braithwaite, Governance Consulting</p> <p>Vision statements should be aspirational – the imprint you want to make in the world or the positive state of the future world you imagine in your industry. They should be short and use plain language so that they are memorable and can easily roll off the tongue of every employee.</p> <p>Cr. Lee Caraher, Double Forte</p>
VISION / VISION STATEMENT	<p>What Makes an Effective Vision Statement?</p> <p>There are certain characteristics that good vision statements have in common. Here are a few traits that can help you evaluate your current vision statement and/or help you create a new one.</p> <ul style="list-style-type: none"> ✓ Future Focused. Provides the “big picture” and clearly describes what your organization will be like in several years. ✓ Directional. Serves as guide to organizational plans and strategies. ✓ Specific. Clear and focused enough to shape decision-making. ✓ Relevant and Purpose-Driven. Reflects the company’s response to the challenges of the day. ✓ Values-Based. Implies the set of values that are required to support the organization. ✓ Challenging. Inspires members of the organization to do great things and achieve a higher level of standards. ✓ Unique and Memorable. Highlights what makes the organization different and why it matters. ✓ Inspiring. Appealing and engages people to commit to a cause.
WORLD-CLASS	<p>Synonyms: First-rate, first-class, superlative, topnotch, outstanding</p>



MUIC

STRATEGIC PLAN

2020 - 2024