(Unofficial Translation)

Educational Development Plan
Shinawatra University, No. 4
(Academic Years 2024-2028)

Approved by the Shinawatra University Council

26 June 2024

Introduction

This edition was created to provide a framework for guidance for the faculties and departments of the university. It aims to carry out the main vision and mission of the university, achieving the mission of private higher education institutions completely and in accordance with the 20-year national strategic plan (2018 - 2037), the National Economic and Social Development Plan No. 13 (2023 - 2027), the National Education Plan (2017 - 2036), the 20-year long-term higher education plan (2018 - 2037), the framework for the 15-year long-term higher education plan No. 3 (2017 - 2031), the Announcement of Higher Education Standards 2022, and other related regulations and standards for educational management.

The Educational Development Plan for Shinawatra University was drafted through a participatory process involving various faculties, institutes, and departments. It was presented to administrators and the university council for consideration and approval.

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Shinawatra University

26 June 2024

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Part 1: Executive Summary

The Educational Development Plan for Shinawatra University, No. 4 (Academic Years 2024 - 2028), was prepared through a review of various situations and trends affecting higher education at both national and global levels. This plan was developed by the sub-committee responsible for preparing the educational development plan, based on the recommendations of administrators from faculties, institutes, and university departments. Additionally, the plan integrates valuable information from various sources and analyzes relevant plans and standards for higher education management, including:

- The 20-year National Strategic Plan (2018 - 2037)

- The National Economic and Social Development Plan No. 13 (2023 - 2027)

- The National Education Plan (2017 - 2036)

- The 20-year Long-term Higher Education Plan (2018 - 2037)

- The Framework for the 15-year Long-term Higher Education Plan No. 3 (2017 - 2031)

- The Announcement of Higher Education Standards 2022

This information was used to formulate a conceptual framework that aligns with the strategic direction and goals for university development.

The university will use this strategic development plan as a tool to drive educational advancement, which consists of six important strategies as follows:

Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.

Strategy 2: Accelerate the production of academic works, research, and academic activities that benefit communities and society at both national and international levels.

Strategy 3: Provide academic services to society and communities to improve quality of life and create sustainable strength in careers.

Strategy 4: Promote and develop the preservation of good arts and culture at the national level.

Strategy 5: Establish and enhance the identity and reputation of the university to gain wider acceptance.

Strategy 6: Develop management systems and resources for maximum efficiency and effectiveness.

There are 20 objectives that are consistent with the overall strategy. Additionally, there are 62 strategies that align with the overall strategy and objectives. Furthermore, there are 56 indicators that are consistent with the overall strategy, objectives, and strategies.

Educational Development Plan Shinawatra University, No. 4 (Academic Years 2024 - 2028)

Vision

One of the world's top 300 universities in sustainable development by 2028

Mission

1. Arrange education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally. 2. Create new knowledge through research and development processes that aim for academic excellence both at the national and international levels. 3. Provide academic services that respond to national and international needs to strengthen society sustainably. 4. Continue, preserve, and disseminate the good arts and culture of Thailand both nationally and internationally.

Policy Goals

1. It is an international university that responds to the needs of the community and society both nationally and internationally. 2. It is a university that aims to develop educational management and graduate quality towards academic excellence both nationally and internationally. 3. It disseminates its identity and image to society at both national and international levels. 4. It builds relationships with stakeholders and fosters a sense of being part of the university's development.

Strategies

Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.

Strategy 2: Accelerate the production of academic works, research, and academic activities that are beneficial to communities and society at both national and international levels.

Strategy 3: Provide academic services to society and communities to improve quality of life and create sustainable career strength.
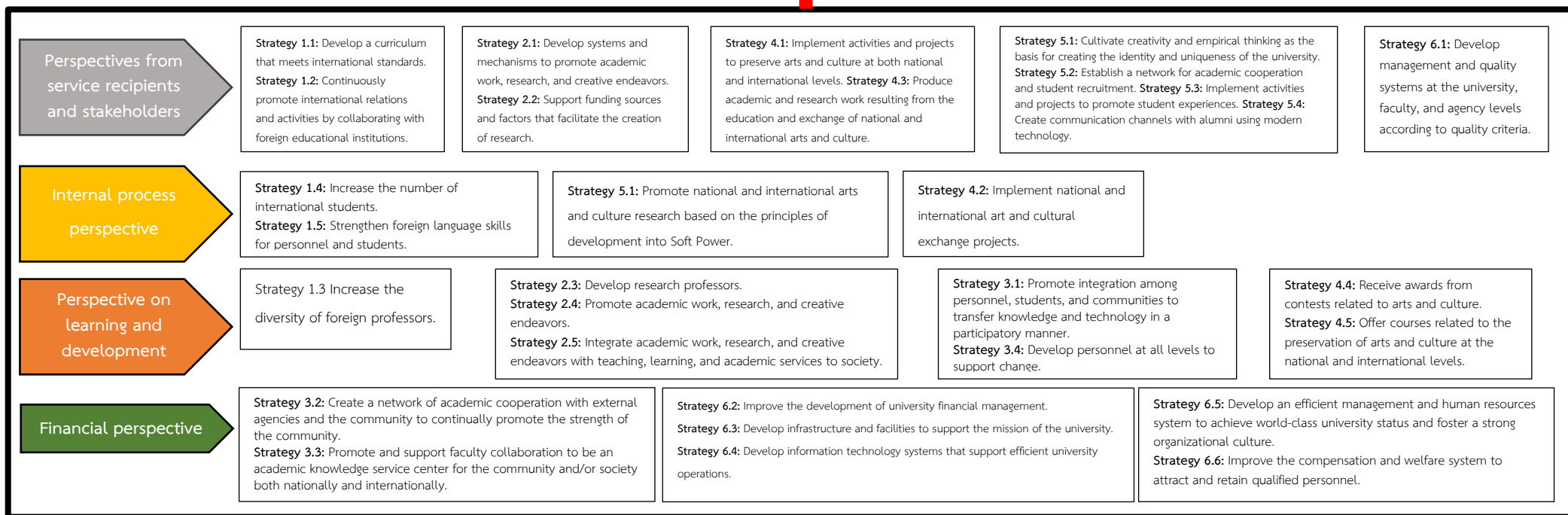
Strategy 4: Promote and develop the preservation of good arts and culture at the national level.

Strategy 5: Establish and enhance the identity and reputation of the university to gain wider acceptance.

Strategy 6: Develop management systems and resources for maximum effectiveness and efficiency.

Perspectives from service recipients and stakeholders

Strategy 1.1: Develop a curriculum that meets international standards. **Strategy 1.2:** Continuously promote international relations and activities by collaborating with foreign educational institutions.

Strategy 2.1: Develop systems and mechanisms to promote academic work, research, and creative endeavors. **Strategy 2.2:** Support funding sources and factors that facilitate the creation of research.

Strategy 4.1: Implement activities and projects to preserve arts and culture at both national and international levels. **Strategy 4.3:** Produce academic and research work resulting from the education and exchange of national and international arts and culture.

Strategy 5.1: Cultivate creativity and empirical thinking as the basis for creating the identity and uniqueness of the university. **Strategy 5.2:** Establish a network for academic cooperation and student recruitment. **Strategy 5.3:** Implement activities and projects to promote student experiences. **Strategy 5.4:** Create communication channels with alumni using modern technology.

Strategy 6.1: Develop management and quality systems at the university, faculty, and agency levels according to quality criteria.

Internal process perspective

Strategy 1.4: Increase the number of international students. **Strategy 1.5:** Strengthen foreign language skills for personnel and students.

Strategy 5.1: Promote national and international arts and culture research based on the principles of development into Soft Power.

Strategy 4.2: Implement national and international art and cultural exchange projects.

Perspective on learning and development

Strategy 1.3 Increase the diversity of foreign professors.

Strategy 2.3: Develop research professors. **Strategy 2.4:** Promote academic work, research, and creative endeavors. **Strategy 2.5:** Integrate academic work, research, and creative endeavors with teaching, learning, and academic services to society.

Strategy 3.1: Promote integration among personnel, students, and communities to transfer knowledge and technology in a participatory manner. **Strategy 3.4:** Develop personnel at all levels to support change.

Strategy 4.4: Receive awards from contests related to arts and culture. **Strategy 4.5:** Offer courses related to the preservation of arts and culture at the national and international levels.

Financial perspective

Strategy 3.2: Create a network of academic cooperation with external agencies and the community to continually promote the strength of the community. **Strategy 3.3:** Promote and support faculty collaboration to be an academic knowledge service center for the community and/or society both nationally and internationally.

Strategy 6.2: Improve the development of university financial management. **Strategy 6.3:** Develop infrastructure and facilities to support the mission of the university. **Strategy 6.4:** Develop information technology systems that support efficient university operations.

Strategy 6.5: Develop an efficient management and human resources system to achieve world-class university status and foster a strong organizational culture. **Strategy 6.6:** Improve the compensation and welfare system to attract and retain qualified personnel.

The Connection Between The Strategies Of The Educational Development Plan Shinawatra University, No. 4, And Various Related National Development Plans

	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
20-Year National Strategic Plan (2018-2037)	**Strategy 1:** Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Strategy 1 National Security Strategy			✔			
Strategy 2: National Strategy for Building Competitiveness	✔	✔			✔	✔
Strategy 3: National Strategy for Developing and Strengthening Human Resource Potential	✔	✔	✔			✔
Strategy 4: National Strategy for Creating Opportunities and Social Equality	✔		✔			
Strategy 5: National Strategy for Creating Growth Based on an Environmentally Friendly Quality of Life			✔	✔	✔	✔
Strategy 6: National Strategy for Balancing and Developing the Public Administration System			✔	✔		

National Economic and Social Development Plan No. 13 (2023 – 2027)	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
	Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Mark 1: Thailand is a leading country in high-value agricultural and processed agricultural products.						
Mark 2: Thailand is a tourism destination that emphasizes quality and sustainability.	✓	✓				
Mark 3: Thailand is an important production base for electric vehicles in the world.						
Mark 4: Thailand is a high-value medical and health center.	✓	✓		✓		
Mark 5: Thailand is an important trade, investment and strategic logistics gateway for the region.	✓	✓				
Mark 6: Thailand is the center of smart electronics and digital industries in ASEAN.						
Mark 7: Thailand has strong small and medium-sized enterprises with high potential and competitiveness.	✓	✓		✓		
Mark 8: Thailand has areas and smart cities that are livable, safe, and capable of sustainable growth.	✓	✓				✓
Mark 9: Thailand has reduced intergenerational poverty and has adequate and appropriate social protection.	✓	✓				
Mark 10: Thailand has a circular economy and a low-carbon society.				✓		

National Economic and Social Development Plan No. 13 (2023 – 2027)	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
	Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Mark 11: Thailand can reduce the risks and impacts of natural disasters and climate change.				✔		
Mark 12: Thailand has a high-performing society focused on continuous learning, meeting the needs and development of the future.	✔					✔
Mark 13: Thailand has a modern, effective public sector that meets the needs of the people.	✔	✔				✔

20-Year National Education Plan (2017-2036)	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
	Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Strategy 1: Provide education for the stability of society and the nation.	✓	✓	✓			
Strategy 2: Produce and develop manpower, research, and innovation to build the country's competitiveness.	✓	✓	✓			✓
Strategy 3: Develop the potential of people of all ages and create a learning society.	✓	✓				
Strategy 4: Create opportunities, equality, and equity in education.	✓	✓	✓			
Strategy 5: Provide education to promote a quality of life that is friendly to the environment.	✓		✓		✓	
Strategy 6: Improve the efficiency of the education management system.			✓	✓		✓

	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
20-Year National Education Plan (2017-2036)	**Strategy 1:** Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Strategy 1: Higher education is a source of human resource development and capacity building in both thinking and cognitive skills to support national development according to the national strategy.	✓	✓	✓			
Strategy 2: Develop student potential and quality to enhance knowledge and professional skills, preparing them to support future changes.	✓	✓		✓		
Strategy 3: Strengthen the core competencies of Thai higher education to become a source for further developing abilities in using knowledge, creating research results, and finding solutions that will be useful in solving problems and developing the economy at both local and national levels.		✓				

20-Year National Education Plan (2017-2036)	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
	Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Strategy 4: Higher education is a source of support for creating jobs and applying knowledge to solve problems through cooperation with the private and local sectors.		✓	✓			
Strategy 5: Improve the management system to be efficient, effective, and governed by a system that is responsible for the university's performance in all aspects.			✓			✓
Strategy 6: Adjust the audit structure, budget allocation, and effective tracking and reporting of results.			✓			✓
Issue 1: Creating opportunities for widespread and fair access to higher education. (Accessibility and Equity)	✓		✓			
Issue 2: Student Development	✓				✓	
Issue 3: Research and Innovation Infrastructure		✓				

20-Year National Education Plan (2017-2036)	Strategy of Shinawatra University Development Plan No. 4 (Academic Year 2024-2028)					
	Strategy 1: Accelerate education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.	**Strategy 2:** Accelerate the production of academic works, research, and academic activities that benefit the community and society at both national and international levels.	**Strategy 3:** Provide academic services to society and communities to develop a strong and sustainable quality of life and career.	**Strategy 4:** Promote and develop the preservation of good arts and culture at the national level.	**Strategy 5:** Create and enhance the identity and reputation of the university to be widely accepted.	**Strategy 6:** Develop management systems and resources for maximum effectiveness and efficiency.
Issue 4: Public-Private and Community Partnership	✓	✓	✓			
Issue 5: Creating financial stability in the higher education system (Higher Education Financial Security)			✓			✓
Issue 6: Support and Evaluation Policy (Policy - Support - Assessment)		✓	✓			✓
Issue 7: Good governance in the higher education system (Higher Education Good Governance)			✓			✓
Issue 8: Digital Higher Education	✓		✓	✓		

Part 2: Information for Preparing Educational Development Plans
Shinawatra University

History and Present Condition

OAI Education Company Limited, as a licensee, received permission from the University Affairs Office to establish Shinawatra University on December 27, 1999. The main campus is located on approximately 300 rai in Bang Toei Subdistrict, Sam Khok District, Pathum Thani Province, and Bangkok College is located at BBD Building - Vibhavadi, Bangkok. Later, in 2021, the license holder was changed to Faith Star (Thailand) Company Limited.

The university operates according to its vision, aiming to become an international university that prioritizes producing graduates with leadership qualities, management skills, entrepreneurship, ethical values, and social responsibility. It is part of a group of higher education institutions focused on world-leading research and development, performing four main missions:

1. Providing bachelor's and graduate-level education in specific fields of study, cross-disciplinary curricula (Interdisciplinary), interdisciplinary curricula (Multidisciplinary), and professional courses to respond to the needs of the community and society.
2. Promoting basic research, applied research, and creative activities.
3. Providing academic services that respond to the needs of communities and society.
4. Continuously maintaining and promoting national arts and culture until they are generally accepted.

Current Physical Condition

1. **Business Location The university has the following offices:**
    1. **Shinawatra University Pathum Thani Campus**: Located at 99 Village No. 10, Bang Toei Subdistrict, Sam Khok District, Pathum Thani Province. Telephone: 02-599-0000, Fax: 02-599-3350.
    2. **Shinawatra University Bangkok Campus**: Located at BBD Building (Vibhavadi), Building A, No. 197 Vibhavadi Rangsit Road, Samsen Nai Subdistrict, Phaya Thai District, Bangkok.

Website: http://www.siu.ac.th

Location of Shinawatra University Pathum Thani Campus:

The main campus, which is the teaching location of the university, is situated in an agricultural area, primarily rice farming, which provides a fresh, clear, and pollution-free environment. It is calm and suitable for study, research, exercise, and sports participation by students, teachers, and employees of the university. The buildings and location management support educational management, student activities, and the needs of teachers and staff. It adequately supports teaching and learning arrangements for students, including:

- **General Learning Building:** With an area of 13,693 square meters, it consists of classrooms of various sizes, from a capacity of 20-50 seats to a capacity of 150-180 seats, a computer laboratory, specialized laboratories for specific subjects, large and medium-sized meeting rooms, and study rooms for student self-study, both shared and small rooms as appropriate.

- **Combined Laboratory Building:** With an area of 6,977 square meters, it includes basic science laboratories such as physics, chemistry, and biology laboratories, all adhering to quality and safety standards. It also houses specialized laboratories for various disciplines, including nursing laboratories that meet the standards of the professional council.

The university is committed to ensuring the quality of life of students along with providing education. Services include female and male dormitories, a restaurant (canteen), a nurse's room, and a 2-story sports building (gymnasium) with an area of 1,830 square meters. Additionally, there are outdoor sports fields and areas for various activities, totaling approximately 80,000 square meters, including a standard-sized football field, basketball court, and tennis court available to students, faculty, and staff.

Safety Measures

The university prioritizes the establishment of safety measures for the use of buildings and places for teaching and learning, as well as the performance of teachers and students. Professional building systems management and compliance with required laws are emphasized, including the control of large buildings. Regular fire drills and emergency

evacuation drills are conducted in both the general learning building and the student dormitory building to ensure that students, teachers, and staff have a basic understanding of firefighting and evacuation procedures. Additionally, the university employs engineers from specialized companies to regularly inspect building systems, electrical systems, elevator systems, and fire extinguishing systems.

Security System

The university places great importance on security, arranging for security personnel to monitor every building area 24 hours a day, including inspections by police officers at designated security points. A CCTV system is also in place to guard important areas, including the general school building and student dormitory buildings.

Equipment and Technology Supporting Educational Management

The arrangement of teaching equipment at the university is considered crucial in promoting student learning to produce quality graduates according to the university's objectives. Therefore, the university has equipped each classroom with fully standard teaching equipment, including projectors, three-dimensional projectors (visualizers), high-performance computers, video switches, sound amplification systems, and screen sizes ranging from 120 inches to 180 inches to accommodate the size of the classroom. Additionally, video signal cables for connecting laptops, high-speed Wi-Fi internet covering various classroom buildings, and student dormitories are provided.

Educational Support and Self-Learning Promotion

Through the development of the digital library system, the university provides library and information technology services at the Library Office, located on the 5th and 6th floors of the general learning building, covering an area of 800 square meters. The library includes areas for sitting and reading books, working in groups, research rooms, small group meeting rooms, and online information search areas. It is open on business days and hours, allowing students and teachers to search for information through the automated library system (PhPMyBib) and online information searches. This system enables students to access university and internet

information conveniently and quickly at any time. Additionally, the university offers a self-learning English language program (SPEEXX program) with services provided in the computer lab, library, and student dormitory building to encourage students to develop their English skills at their convenience.

Information Resources

Besides preparing academic books, textbooks, and academic journals in both Thai and English, the university also has an E-Books system that can be accessed via the internet and smartphones at any time. Moreover, the university provides access to online academic databases covering the fields of study offered, including the EBSCO database subscription, which consists of 9 sub-databases categorized by fields of study. These include:

- Academic Search Premier
- Business Source Premier
- CINAHL Plus with Full Text
- Political Science Complete
- Environment Complete
- Computers & Applied Sciences Complete
- Education Research Complete
- ERIC
- Regional Business News

Additionally, the university has collected and linked online information sources that are open access resources, such as:

- ScienceDirect Open Access Journals
- Springer Open Journals
- Cogent OA (scientific and scholarly research)
- Australasian Digital Theses Program (ADT) - Australia & New Zealand theses
- DART-Europe E-theses Portal
- ERIC (Area of education)
- Hire Wire (Archive of full-text science journal articles)
- PubMed (National Library of Medicine)

- Medline Plus (Health information and medicine)

- Econpapers (RePEc)

- Public Library of Science (PLoS) - Scientific and medical literature

- ThaiJO (Journal articles in TCI)

- ThaiLIS (Thai Digital Collections)

- Digital Research Information Center (DRIC) - Data center of the National Research Council of Thailand

- ThaiScience (Science and engineering journals)

- SIU Library Catalog

- Union Catalog of Thai Academic Libraries (UCTAL)

University Departments/Faculties/Offices

1. **9 Faculties, 1 Academy**

    1) Faculty of Management

    2) Faculty of Public Administration and Law

    3) Faculty of Liberal Arts

    4) Faculty of Nursing

    5) Faculty of Education

    6) Faculty of Engineering and Technology

    7) Faculty of Health Sciences

    8) Faculty of Economics

    9) Faculty of Psychology

    10) Academy of Arts and Philosophy

2. **5 Administrative Service and Support Offices**

    1) **Office of the President**

- Secretarial Work

- Student Recruitment

- Marketing

- Corporate Communications

- Public Relations

2) **Academic Affairs Office**

- Academic Administration
- Registration
- Quality Assurance
- Language Center
- General Education
- Library

3) **Student Affairs Office**

- International Student Services
- Student Visa Services
- Student Welfare
- Student Development (Activities and Sports)
- Student Counseling and Discipline

4) **Office of Operation and Strategy**

- Policy and Planning
- Building and Location Management
- Dormitory Management
- Purchasing and Supplies
- Finance and Accounting
- Human Resources
- Academic Position Consideration
- Information Services

5) **International Affairs Office and QS**

- Alumni Relations
- Research and Innovation Center
- International Affairs

Student information

1. Number of Newly Admitted Students by Faculty (Academic Year 2021–2023)

faculty	Academic Year 2021				Academic Year 2022				Academic Year 2023			
	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total
Faculty of Management	148	79	221	448	85	146	189	420	52	35	10	97
Faculty of Public Administration and Law	0	0	3	3	0	0	0	0	28	1	1	30
Faculty of Liberal Arts	11	34	183	228	3	112	359	474	12	0	0	12
Faculty of Nursing	405	0	0	405	429	0	0	429	120	0	0	120
Faculty of Education	0	0	0	0	0	0	0	0	0	440	109	549
Engineering and Technology	0	0	0	0	0	0	0	0	0	0	0	0
Faculty of Health Sciences	0	0	0	0	0	0	0	0	0	0	0	0
Faculty of Economics	0	0	0	0	0	0	0	0	0	0	2	2
Faculty of Psychology	0	0	0	0	0	0	0	0	0	0	0	0
Academy of Arts and Philosophy	0	0	0	0	0	0	0	0	0	4	0	4
Total	564	113	407	1084	517	258	548	1323	212	480	122	814

2. Total Number of Students by Curriculum (Academic Year 2019–2023)

No.	Course	Academic Year 2019				Academic Year 2020				Academic Year 2021				Academic Year 2022				Academic Year 2023			
		Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total
Faculty of Management																					
1	Bachelor of Business Administration Program Management Field	-	-	-	-	-	-	-	-	-	-	-	-	12	-	-	12	11	-	-	11
2	Bachelor of Business Administration Program International Trade Major (International Program)	-	-	-	-	14	-	-	14	-	-	-	-	32	-	-	32	29	-	-	29
3	Bachelor of Business Administration Program Accounting and Finance Major	-	-	-	-	-	-	-	-	-	-	-	-	10	-	-	10	8	-	-	8
4	Bachelor of Business Administration Program Marketing Major	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	1	-	-	-	-
5	Bachelor of Business Administration Program Major: Logistics and Supply Chain Management	-	-	-	-	-	-	-	-	-	-	-	-	2	-	-	2	4	-	-	4
6	Bachelor of Business Administration Program Major: Human Resource Management	-	-	-	-	-	-	-	-	-	-	-	-	4	-	-	4	-	-	-	-
7	Master of Business Administration Program Management Field	-	-	-	-	-	-	-	-	-	5	-	5	-	70	-	70	-	35	-	35

No.	Course	Academic Year 2019				Academic Year 2020				Academic Year 2021				Academic Year 2022				Academic Year 2023			
		Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total
8	Doctor of Philosophy Program Management Field	-	-	1	1	-	-	10	10	-	-	64	64	-	-	29	29	-	-	-	-
Faculty of Public Administration and Law																					
1	Bachelor of Public Administration Program Department of Public Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28	-	-	28
2	Bachelor of Laws Program Bachelor of Laws	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Master of Public Administration Program Department of Public Administration	-	-	-	-	-	-	-	-	-	-		-	-	14	-	14	-	1	-	1
4	Doctor of Public Administration Program Department of Public Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1
Faculty of Liberal Arts																					
1	Bachelor of Arts Program Digital Arts major	-	-	-	-	-	-	-	-	-	-	-	-	3	-	-	3	12	-	-	12
2	Master of Education Program Music major	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-	4	-	7	-	7
3	Master of Education Program Fine Arts Major	-	-	-	-	-	-	-	-	-	-	-	-	-	10	-	10	-	29	-	29
Faculty of Education																					
1	Master of Education Program Field of study (International Program)	-	-	-	-	-	-	-	-	-	4	-	4	-	66	-	66	-	479	-	479

No.	Course	Academic Year 2019				Academic Year 2020				Academic Year 2021				Academic Year 2022				Academic Year 2023			
		Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total
2	Doctor of Philosophy Program Field of study (International Program)	-	-	-	-	-	-	-	-	-	-	10	10	-	-	26	26	-	-	110	110
Faculty of Nursing																					
1	Bachelor of Nursing Science Program Nursing major (International Program)	5	-	-	5	103	-	-	103	95	-	-	95	116	-	-	116	121	-	-	121
Faculty of Engineering and Technology																					
1	Bachelor of Engineering Program Department of Safety Engineering	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Faculty of Health Sciences																					
1	Traditional Chinese Medicine Graduate Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2	Master of Health Science Program in Psychology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2	-	2
3	Doctor of Health Science Program in Psychology	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	13	13
Faculty of Economics																					
1	Master of Economics Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-
2	Major: Economics (International Program)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Academy of Arts and Philosophy																					

No.	Course	Academic Year 2019				Academic Year 2020				Academic Year 2021				Academic Year 2022				Academic Year 2023			
		Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total	Bachelor's Degree	Masters	Ph.D.	Total
1	Master of Fine Arts Program Fine Arts and Design Major	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	1	-	-	-	-
2	Master of Arts Program Major: Performing Arts Communication	-	-	-	-	-	-	-	-	-	2	-	2	-	11	-	11	-	4	-	4
3	Master of Arts Program Field of study: Intangible Cultural Heritage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Doctor of Philosophy Program Fine Arts and Design Major	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14	14
5	Doctor of Philosophy Program Major: Performing Arts Communication	-	-	-	-	-	-	13	13	-	-	44	44	-	-	68	68	-	-	18	18
6	Doctor of Philosophy Program Field of study: Intangible Cultural Heritage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7	Doctor of Philosophy Program Department of Semiotics and Cultural Studies	-	-	1	1	-	-	7	7	-	-	42	42	-	-	17	17	-	-	6	6
	Total number of students in every year	5	-	2	7	117	-	30	147	95	11	160	266	180	176	140	496	213	557	162	932

(Information as of December 31 of every year)

3. Number of Newly Admitted Students by Nationality and Academic Level (Academic Year 2019–2023)

Level	Number of Newly Admitted Students Classified into Thais and Foreigners														
	Academic Year 2019			Academic Year 2020			Academic Year 2021			Academic Year 2022			Academic Year 2023		
	Thai	Foreign	Total	Thai	Foreign	Total	Thai	Foreign	Total	Thai	Foreign	Total	Thai	Foreign	Total
Bachelor's Degree							405	159	564	429	88	517	151	61	212
Master's Degree							0	113	113	11	247	258	2	478	480
Doctoral Degree							11	396	407	6	572	578	1	121	122
Total							416	668	1084	446	907	1353	154	660	814

(Information as of December 31 of every year)

Graduate Production

Number of Graduates Classified by Academic Year of Admission

Academic Year of Admission	Number of Graduates by Academic Year			
	Bachelor's Degree	Master's Degree	Doctoral Degree	Total
2019				
2020				
2021	564	113	407	1,084
2022	517	258	578	1,353
2023	212	480	122	814
Total				

(Information as of December 31 of every year)

Personnel Information

The university has recruited and selected teachers with the necessary knowledge and abilities, meeting the qualifications required by law and curriculum standards. There is a system and mechanism in place for the supervision and continuous development of teachers. The following details the number of teachers and academic support personnel at Shinawatra University from 2019 to 2023, classified by educational qualifications and academic positions:

Personnel Qualifications

1. Table summarizing the number of teachers classified by educational qualifications.

Academic Year	Bachelor's Degree		Master's Degree		Doctoral Degree		Total
	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	
2019	1	0.93	59	55.14	47	43.93	107
2020	1	1.05	49	51.58	45	47.37	95
2021	1	1.09	52	56.52	39	42.39	92
2022	1	0.82	57	46.72	64	52.46	122
2023	1	0.45	100	45.05	121	54.50	222

(Information as of December 31 of every year)

2. Table summarizing the number of professors classified by academic position.

Academic Year	Lecturer		Assistant Professor		Associate Professor		Professor		Total
	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	
2019	94	87.85	7	6.54	5	4.67	1	0.93	107
2020	76	80.00	10	10.53	8	8.42	1	1.05	95

Academic Year	Lecturer		Assistant Professor		Associate Professor		Professor		Total
	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	
2021	75	81.52	8	8.70	8	8.70	1	1.09	92
2022	88	72.13	24	19.67	10	8.20	0	0	122
2023	163	73.42	41	18.47	17	7.66	1	0.45	222

(Information as of December 31 of every year)

3. Number of support personnel classified by educational background

Academic Year	Under Bachelor's Degree		Bachelor's Degree		Master's Degree		Doctoral Degree		Total
	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	Quantity	Percentage	
2019	9	18.00	36	72.00	5	10.00	0	0	50
2020	7	13.73	39	76.47	5	9.80	0	0	51
2021	7	14.58	37	77.08	4	8.34	0	0	48
2022	5	7.04	60	84.51	6	8.45	0	0	71
2023	43	36.75	69	58.97	5	4.28	0	0	117

(Information as of December 31 of every year)

Educational Management

Shinawatra University offers education at the bachelor's degree, graduate diploma, master's, and doctoral levels. In the academic year 2023, the university provides a total of 73 programs, classified as follows:

- 27 bachelor's degree programs
- 1 graduate certificate program
- 23 master's level programs
- 22 doctoral level programs

Faculty of Management

1. Bachelor of Business Administration Program, Management Field (International Program)

2. Bachelor of Business Administration Program, International Trade Major (International Program)

3. Bachelor of Business Administration Program, Accounting and Finance Major (International Program)

4. Bachelor of Business Administration Program, Marketing Major (International Program)

5. Bachelor of Business Administration Program, Logistics and Supply Chain Management Major (International Program)

6. Bachelor of Business Administration Program, Human Resource Management Major (International Program)

7. Graduate Management Program, Information Management and Information Systems Major (International Program)

8. Bachelor of Accounting Program, Accounting Major

9. Master of Business Administration Program, Management Field (International Program)

10. Master of Business Administration Program, Management Field

11. Master of Management Program, Information Resource Management Major (International Program)

12. Doctor of Philosophy Program, Management Field (International Program)

13. Doctor of Philosophy Program, Innovation in Business Administration and Politics Major

Faculty of Public Administration and Law

1. Bachelor of Laws Program, Laws Major

2. Bachelor of Public Administration Program, Public Administration Department

3. Master of Political Science Program, Political Science Major

4. Master of Public Administration Program, Public Administration Department

5. Doctor of Political Science Program, Political Science Major

6. Doctor of Public Administration Program, Public Administration Department

Faculty of Liberal Arts

1. Bachelor of Arts Program, Digital Animation Major (International Program)

2. Bachelor of Arts Program, Art and Design Department (International Program)

3. Bachelor of Arts Program, Product Design Major (International Program)

4. Bachelor of Arts Program, Music Education Major (International Program)

5. Master of Education Program, Music Major (International Program)

6. Master of Education Program, Fine Arts Major (International Program)

7. Master of Communication Arts Program, Journalism and Communication Department (International Program)

8. Doctor of Philosophy Program, Music Education Department (International Program)

9. Doctor of Philosophy Program, Journalism and Communication Department (International Program)

Faculty of Nursing

1. Bachelor of Nursing Science Program Nursing major

2. Bachelor of Nursing Science Program Nursing Major (International Program)

Faculty of Education

1. Bachelor of Education Program, Department of Early Childhood Education (International Program)

2. Bachelor of Education Program, Educational Management (International Program)

3. Bachelor of Education Program, Department of Physical Education (International Program)

4. Bachelor of Education Program, Department of Early Childhood Education

5. Bachelor of Education Program, English Teaching

6. Graduate Diploma Program, Teaching Profession

7. Master of Education Program (International Program)

8. Master of Education Program, Educational Administration (International Program)

9. Master of Education Program, Educational Administration

10. Master of Education Program, Physical Education and Sports Management (International Program)

11. Master of Education Program, English Teaching

12. Doctor of Philosophy Program (International Program)

13. Doctor of Philosophy Program, Educational Administration (International Program)

14. Doctor of Philosophy Program, Educational Administration

15. Doctor of Philosophy Program, Physical Education and Sports Management (International Program)

16. Doctor of Philosophy Program, Chinese Language Teaching (International Program)

17. Doctor of Philosophy Program, English Teaching

Faculty of Engineering and Technology

1. Bachelor of Engineering Program, Department of Safety Engineering

2. Bachelor of Science Program, Project Management (International Program)

3. Bachelor of Engineering Program, Mechanical Engineering

4. Master of Science Program, Project Management (International Program)

5. Master of Science Program, Artificial Intelligence and Network Security (International Program)

6. Doctor of Philosophy Program, Artificial Intelligence and Network Security (International Program)

Faculty of Health Sciences

1. Chiropractic Doctor Program (International Program)

2. Traditional Chinese Medicine Graduate Program (International Program)

3. Bachelor of Science Program, Beauty Business Management (International Program)

4. Master of Public Health Program (International Program)

5. Master of Science Program, Elderly Care Science (International Program)

6. Master of Science Program, Assisted Reproductive Technology (International Program)

7. Doctor of Philosophy Program, New Normal Public Health Administration (International Program)

8. Doctor of Philosophy Program, Elderly Health Management Technology (International Program)

9. Doctor of Philosophy Program, Assisted Reproductive Technology (International Program)

Faculty of Economics

1. Master of Economics Program, Major: Economics (International Program)
2. Doctor of Economics Program, Major: Economics (International Program)

Faculty of Psychology

1. Master of Science Program, Department of Psychology (International Program)
2. Doctor of Philosophy Program, Department of Psychology (International Program)

Academy of Arts and Philosophy

1. Master of Fine Arts Program, Fine Arts and Design Major (International Program)

2. Master of Arts Program, Major: Performing Arts Communication (International Program)

3. Master of Arts Program, Field of Study: Intangible Cultural Heritage (International Program)

4. Doctor of Philosophy Program, Department of Semiotics and Cultural Studies (International Program)

5. Doctor of Philosophy Program, Major: Performing Arts Communication (International Program)

6. Doctor of Philosophy Program, Fine Arts and Design Major (International Program)

7. Doctor of Philosophy Program, Field of Study: Intangible Cultural Heritage (International Program)

*Information as of 30 June 2024

Research

Information on the University's Research Work in the Past 5 Years (Academic Years 2018-2023)

Shinawatra University supports its professors in producing research by having a committee that evaluates work and determines compensation for academic positions and publishing academic work. In the academic years 2018–2023, the university has achieved the following research results:

Number of Published Research Works (Subjects) Academic Years 2018-2023

Faculty	Academic Year					
	2018	2019	2020	2021	2022	2023
Faculty of Management	17	17	31	44	42	83
*Faculty of Public Administration and Law						
Faculty of Liberal Arts	4	30	10	27	58	55
Faculty of Nursing	11	12	16	12	14	33
*Faculty of Education						30
*Faculty of Engineering and Technology						7
*Faculty of Health Sciences						
*Faculty of Economics						3
*Faculty of Psychology						
*Academy of Arts and Philosophy						20

*Faculty will begin operations in 2023.

Indicator	Component	2018	Quality Level	2019	Quality Level	2020	Quality Level	2021	Quality Level	2022	Quality Level
Educational Quality Assessment Results: University Level, Academic Years 2018-2022											
Component 1: Graduate Production, 5 Indicators.											
Indicator 1.1	Overall Course Management Results	3.37	Fair Level	3.47	Fair Level	3.47	Fair Level	3.55	Good Level	3.45	Fair Level
Indicator 1.2	Professors At The Institute Who Have Doctoral Degrees	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Indicator 1.3	Professors At The Institution Holding Academic Positions	1.51	Must Improve	1.24	Must Improve Urgently	1.74	Must Improve	1.72	Must Improve	2.18	Must Improve
Indicator 1.4	Undergraduate Student Services	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Indicator 1.5	Undergraduate Student Activities	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
	Average Score Value Element 1	3.97	Good Level	3.94	Good Level	4.04	Good Level	4.05	Good Level	4.13	Good Level
Component 2: Research, 3 Indicators											
Indicator 2.1	Systems And Mechanisms For Managing And Developing Research Or Creative Work	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Indicator 2.2	Funds To Support Research And Creativity	1.32	Must Improve Urgently	3.47	Fair Level	3.41	Fair Level	4.19	Fair Level	3.49	Fair Level
Indicator 2.3	Academic Works Of Full-Time Professors And Researchers	3.90	Good Level	5.00	Very Good Level	4.00	Good Level	4.95	Very Good Level	4.71	Very Good Level
	Average Score Value Element 2	3.41	Fair Level	4.49	Good Level	4.14	Good Level	4.71	Very Good Level	4.40	Good Level
Component 3: Academic Services, 1 Indicator											
Indicator 3.1	Academic Services To Society	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level

Educational Quality Assessment Results: University Level, Academic Years 2018-2022											
Indicator	Component	2018	Quality Level	2019	Quality Level	2020	Quality Level	2021	Quality Level	2022	Quality Level
	Average Score Value Element 3	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Component 4: Preserving Arts And Culture, 1 Indicator											
Indicator 4.1	Systems And Mechanisms For Preserving Arts And Culture	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
	Average Score Value Element 4	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Component 5: Management, 3 Indicators											
Indicator 5.1	Management Of The Institution For Monitoring And Monitoring Results According To The Mission, Group, Institution, And Institutional Identity.	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
Indicator 5.2	Faculty Administrative Results	4.11	Good Level	4.38	Good Level	4.34	Good Level	4.45	Good Level	4.39	Good Level
Indicator 5.3	Curriculum And Faculty Quality Assurance Supervision System	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level	5.00	Very Good Level
	Average Score Value Element 5	4.70	Very Good Level	4.79	Very Good Level	4.78	Very Good Level	4.81	Very Good Level	4.80	Very Good Level
Average Score Of 13 Indicators		4.17	Good Level	4.43	Good Level	4.38	Good Level	4.53	Good Level	4.48	Good Level

University Environmental Analysis (SWOT)

Strengths	Opportunities
1. Senior administrators emphasize the importance of unified curriculum development in the same way.	1. Government policies support foreign investment, and the Ministry of Higher Education has policies that facilitate the expansion of the university's operations.
2. The top executive has a policy to support becoming a world-class university (QS World Ranking/Times Higher Education World Ranking).	2. Good relations with the public and private sectors both domestically and abroad.
3. The university is well-known and accepted abroad.	3. Developmental research strengthens investment and technology support is available.
4. There is a network of academic cooperation with universities in various regions around the world.	4. Technology transfer from networks aids in research development for commercial use and enhances the university's reputation nationally and internationally.
5. The environment is natural, shaded, and the university is recognized as a Green University (UI Green).	5. Support from the government and private sectors for sustainable university development.
6. There is support from abroad for building school buildings and learning support facilities.	6. Technology is used to organize blended and online teaching.
	7. The university receives support from national and international personnel and agencies in developing the quality of education and research.

University Environmental Analysis (SWOT) (continued)

Weaknesses	Threats
1. The work mechanism management system still lacks a push for operational efficiency to meet set goals, with insufficient emphasis on participation and collaboration.	1. There are many competing universities.
2. The location is far from the city community.	2. The number of Thai students continues to decrease.
3. The public transportation system is inconvenient.	
4. Personnel retention rates are highly variable.	3. The global economic situation impacts teaching and learning.
5. Support for the use of AI technology is still lacking.	4. Adapting to changes in technology requires ongoing high costs.
6. The organizational structure is not clearly defined.	5. The social environment is changing rapidly.
	6. The needs of various students are evolving.

Part 3: Shinawatra University Development Strategy

University Aspirations

The university aims to be a leading educational institution at the national, regional, and international levels. It intends to produce graduates who are prepared for the new economy, equipped with good governance, moral integrity, and excellent health. Graduates will possess skills and expertise in their professional fields and will be lifelong learners.

Vision, Mission, Identity, and Goals

University Vision

"Ranked among the top 300 universities globally with sustainable development by 2028."

University Mission

1. Provide modern and diverse education at all degree levels to meet both national and international needs.
2. Generate new knowledge through research and innovation to achieve academic excellence.
3. Offer academic services that address national and international needs, contributing to sustainable societal development.
4. Preserve, continue, and promote Thai arts and culture to the international community.

Uniqueness

"Being a leader in education and research."

Uniqueness reflects success through the university's focus and strengths, demonstrating an outstanding characteristic of the educational institution (ONESQA).

Identity

"Creativity, innovation, and empirical thinking are the foundation."

Identity refers to the personality traits that students develop in alignment with the philosophy, aspirations, vision, mission, and objectives of higher education institutions (ONESQA).

Desired Graduate Characteristics

1. Graduates possess in-depth knowledge in their field of study and skills that align with job market demands.
2. They have a habit of lifelong learning.
3. They exhibit strong communication skills in international languages (Global Communications).
4. They demonstrate morality, ethics, and social responsibility.
5. They are entrepreneurial.
6. They are adept at using technology and keeping pace with changes.

Desired Graduate Characteristics

Characteristic	Bachelor's Degree	Master's Degree	Doctoral Degree and Post-Doctoral Studies
1. Critical and Creative Thinking	Creatively apply knowledge from academics and experts in related fields.	Critically analyze, evaluate, synthesize, and expand upon results from academics and experts in related fields.	Synthesize and create new knowledge that impacts sustainable development.
2. Problem-Solving Skills	Employ various analytical approaches to solve significant academic and professional problems effectively.	Use synthesis to creatively address important problems in academic and professional contexts.	
3. Collaboration and Communication	Utilize interpersonal and communication skills to work effectively with others.	Exhibit collaboration, communication, and leadership in creating new knowledge.	Seek new methods for forming partnerships and engaging in critical communication.

Characteristic	Bachelor's Degree	Master's Degree	Doctoral Degree and Post-Doctoral Studies
4. Strong Values, Morals, and Ethics	Uphold correct and appropriate values, including academic and professional ethics.		
5. Social Responsibility	Exhibit a sense of responsibility and public consciousness for the benefit of society and the environment.		
6. Knowledge	Apply professional knowledge and skills effectively in the workplace.	Apply and integrate knowledge to develop effective skills and enhance performance.	Expand and deepen knowledge systematically, contributing to sustainable knowledge development.
7. Leadership Qualities	Demonstrate leadership with vision, honesty, emotional intelligence, and effective communication. Build teams, influencing others, and promoting respect and encouragement. Drive change, and inspire teams, respecting diverse perspectives and fostering collaboration.		
8. World-Class Abilities	Embrace cultural differences, possess language skills, technological proficiency, comparative thinking skills, and adaptability.		

Policy Goals

1. **International Focus with Community and Social Impact**

   Establish the university as an international institution committed to addressing community and social issues.

2. **Development of Education and Graduate Quality**

   Enhance educational programs and graduate quality to meet international standards for the 21st century.

3. **Promotion of Uniqueness and Identity**

   Communicate and propagate the university's unique characteristics and identity both domestically and internationally.

4. **Lifelong Connection with Graduates**

   Foster strong relationships so that all graduates maintain a lifelong connection and sense of belonging to the university.

University Strategies

To achieve its vision, the university has outlined the following main strategies:

1. **Modern and Diverse Education Provision**

   Accelerate the delivery of education at all levels to ensure it is modern and diverse, effectively responding to both national and international social changes and developments.

2. **Enhanced Academic Production**

   Increase the production of academic work, research, and scholarly activities that benefit communities and society at both national and international levels.

3. **Academic Services for Community Development**

   Provide academic services aimed at enhancing the quality of life and career opportunities for individuals, fostering sustainable development within communities.

4. **Promotion of Arts and Culture**

   Promote and develop the preservation of valuable arts and cultural practices at the national level.

5. **University Identity and Recognition**

   Strengthen and establish the university's identity and unique characteristics to gain acceptance and recognition.

6. **Effective Management Systems**

   Develop and optimize management systems and resources to achieve maximum efficiency and effectiveness.

Strategy 1: Accelerate Education at All Levels to Be Modern and Diverse

Goal

1.1 Ensure that the curriculum is modern and diverse, meeting international standards.

1.2 Graduates exhibit creativity, innovation, and evidence-based thinking.

1.3 Provide modern, appropriate, and adequate learning support materials.

1.4 Develop the potential of academic and professional teachers to become proficient educators.

1.5 Organize education in collaboration with domestic and international educational institutions.

Strategy 1.1: Develop a Curriculum that Meets International Standards

1.1.1 Offer courses that are internationally recognized.

1.1.2 Provide courses that align with international standards.

1.1.3 Develop curricula delivered through information and communication technology systems.

Strategy 1.2: Continuously Promote International Relations and Activities through Collaboration with Foreign Educational Institutions

1.2.1 Implement student and professor exchange programs with foreign educational institutions.

1.2.2 Enhance proactive marketing and relationship-building with international educational institutions.

Strategy 1.3: Increase the Diversity of Foreign Professors

1.3.1 Create incentives to attract foreign faculty members.

Strategy 1.4: Increase the Number of International Students

1.4.1 Collaborate with foreign educational institutions, particularly within the ASEAN region.

1.4.2 Engage in proactive public relations to attract international students.

Strategy 1.5: Strengthen Foreign Language Skills for Personnel and Students

1.5.1 Enhance standardized English communication skills for both personnel and students.

1.5.2 Encourage the use of English in communication outside of the classroom.

Strategy 2: Accelerate the Production of Academic Works, Research, and Creative Work Beneficial to Communities and Society at National and International Levels

Goal

2.1 Faculty members publish nationally and internationally in recognized journals (Scopus Q1-Q4), as well as in creative or other types of work according to university criteria.

2.2 Support the publication of research results at national and international levels (Scopus Q1-Q4), including creative work or other types of work that are beneficial nationally or internationally.

2.3 Provide awards and stipends for research publications in international journals (Scopus Q1-Q4).

2.4 Promote research results, creative work, or other types of work that contribute to social benefits.

Strategy 2.1: Develop Systems and Mechanisms to Promote Academic Work, Research, and Creative Work

2.1.1 Create and refine systems and mechanisms for conducting academic work, research, and creative work.

Strategy 2.2: Support Funding Sources and Factors that Facilitate Research Creation

2.2.1 Provide funding sources and resources to support academic work, research, and creative work.

2.2.2 Seek external funding sources for academic work, research, and creative work.

2.2.3 Support the publication of academic works, research, and creative works by faculty and students.

Strategy 2.3: Develop Research Faculty

2.3.1 Increase the number of professors involved in research and creative work exchanges.

2.3.2 Support faculty in presenting their academic work internationally.

2.3.3 Conduct Institutional Review Board (IRB) training on human research ethics.

Strategy 2.4: Promote Academic Work, Research, and Creative Work

2.4.1 Create incentives for faculty and students to engage in academic work, research, and creative work with international impact.

2.4.2 Develop the capacity for faculty and students to achieve patents, petty patents, copyrights, or awards at national or international levels.

Strategy 2.5: Integrate Academic Work, Research, and Creative Work with Teaching and Academic Services to Society

2.5.1 Encourage faculty to apply academic, research, and creative work in teaching and academic services to benefit society.

Strategy 3: Provide Academic Services to Society and Communities to Develop Quality of Life and Career for Sustainable Strength

Goal

3.1 Establish a center of excellence in providing academic services to the community.

3.2 Ensure society benefits from continuous and sustainable development.

3.3 Serve as a learning resource and provide academic services to the community in research and teaching.

Strategy 3.1: Promote Integration Among Personnel, Students, and Communities

3.1.1 Facilitate the application of local wisdom to technology and academics available at the university by supporting and promoting community engagement.

Strategy 3.2: Create a Network of Academic Cooperation

3.2.1 Develop partnerships with external agencies and the community to continually enhance community strength.

Strategy 3.3: Promote and Support Faculty Collaboration

3.3.1 Encourage faculty to collaborate in serving as academic knowledge centers for the community and society, both nationally and internationally.

Strategy 4: Promote and Develop the Preservation of Good Arts and Culture at the National Level

Goal

4.1 Establish a center for promoting arts and culture.

4.2 Advocate for and preserve good arts and culture at the national level.

4.3 Implement a national arts and culture exchange project. 4.4 Produce academic and research work resulting from the education and exchange of good arts and culture at the national level.

4.5 Receive awards from contests related to good arts and culture. 4.6 Offer courses related to the preservation of good arts and culture at the national level.

Strategy 4.1: Conduct Activities and Projects for the Preservation of Arts and Culture

4.1.1 Organize activities and projects related to the preservation of arts and culture.

4.1.2 Assess the satisfaction level of participants in these activities and projects.

Strategy 4.2: Develop National and International Arts and Culture Exchange Projects

4.2.1 Organize activities and projects for the dissemination and exchange of national and international arts and culture.

Strategy 4.3: Generate Academic and Research Work from Arts and Culture Education and Exchange

4.3.1 Track the number of academic and research works resulting from the education and exchange of national and international arts and culture.

Strategy 4.4: Achieve Recognition through Arts and Culture Contests

4.4.1 Monitor the number of awards received from contests related to arts and culture.

Strategy 4.5: Offer Courses Related to Arts and Culture Preservation

4.5.1 Track the number of courses offered on the preservation of arts and culture at both national and international levels.

Strategy 5: Create Identity and the Identity of the University to be Accepted

Goal

5.1 Establish a clear and recognizable identity for the university.

5.2 Develop effective marketing systems and mechanisms both domestically and internationally.

5.3 Enhance the quality of student life and experiences through extracurricular activities.

5.4 Develop a robust alumni system by selecting and highlighting outstanding alumni from the faculty and university.

Strategy 5.1: Cultivate Creativity and Empirical Thinking as the Basis for University Identity

5.1.1 Promote innovation and creativity among students.

5.1.2 Foster the creation of new knowledge through research and development processes.

Strategy 5.2: Develop Networks for Academic Cooperation and Student Recruitment

5.2.1 Establish and maintain communication channels for educational guidance and public relations.

5.2.2 Organize and participate in educational guidance events and promotional activities both domestically and internationally.

Strategy 5.3: Promote Student Experiences and Development

5.3.1 Ensure graduates possess knowledge and skills valued by employers and society.

5.3.2 Implement systems for academic and life guidance for students.

5.3.3 Provide clinics and counseling channels for student support.

Strategy 5.4: Strengthen Alumni Relations Using Modern Technology

5.4.1 Establish an alumni association for Shinawatra University to enhance engagement and communication with former students.

Strategy 6: Develop Management Systems and Resources for Maximum Results

Goal

6.1 Develop management systems and resources to achieve optimal results.

Strategy 6.1: Develop Management and Quality Systems at University, Faculty, and Agency Levels

6.1.1 Improve work systems and processes to enhance efficiency and quality.

6.1.2 Foster a culture of teamwork and result analysis.

6.1.3 Develop risk management systems and mechanisms.

6.1.4 Update regulations to support the promotion and support of personnel in fulfilling the university's mission.

Strategy 6.2: Enhance University Financial Management

6.2.1 Develop systems and mechanisms for allocating funds to support the university's mission.

6.2.2 Improve systems and mechanisms for managing expenses and investments.

Strategy 6.3: Upgrade Infrastructure and Facilities

6.3.1 Modernize buildings, utilities, and facilities to meet the needs of personnel and students. 6.3.2 Create conducive learning environments in classrooms, laboratories, work rooms, libraries, and other university areas.

Strategy 6.4: Enhance Information Technology Systems

6.4.1 Develop information systems to support management, planning, decision-making, and quality assurance.

6.4.2 Implement information systems for effective knowledge management.

Strategy 6.5: Strengthen Human Resources Management and Organizational Culture

6.5.1 Conduct regular development activities for personnel, including academic, management, and recreational training.

6.5.2 Develop organizational knowledge management practices. 6.5.3 Provide scholarships and continuous development opportunities for personnel at all levels.

Strategy 6.6: Improve Compensation and Welfare Systems

6.6.1 Enhance the compensation system to be competitive and fair.

6.6.2 Improve welfare programs to create work incentives.

6.6.3 Implement awards and recognition programs for outstanding personnel.

Strategic Level Indicators According to the University Education Development Plan

To achieve the objectives and development goals outlined in the university development plan, the following indicators are established for evaluating the results at the strategic level across the six strategies:

Strategy 1: Accelerate the provision of education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.

Strategy 2: Accelerate the production of academic works, including research and creative work, that are beneficial to communities and society at both national and international levels.

Strategy 3: Provide academic services to society and communities to develop quality of life and career opportunities, ensuring sustainable strength.

Strategy 4: Promote and develop the preservation of good arts and culture at the national level.

Strategy 5: Create and promote the university's identity to be widely accepted.

Strategy 6: Develop management systems and resources to achieve maximum results.

Strategy 1: Accelerate the provision of education at all levels to be modern and diverse, responding to social changes and developments both nationally and internationally.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
1.1 The curriculum is modern and diverse according to international standards.	1.1.1 Percentage of programs that provide outcome-based education (OBE).	90	90	90	90	100
	1.1.2 Percentage of course averages with evaluation results at a very good level.	10	15	20	25	>25
	1.1.3 Percentage of graduates who get work in their field within 1 year.	80	80	>80	>80	>80
	1.1.4 Total number of students at the university.	2,000	4,000	6,000	8,000	10,000
	1.1.5 Percentage of programs that provide various forms of education.	50	50	>50	>50	>50
	1.1.6 Satisfaction level of graduate users with the curriculum.	> 3.51 from system 5	> 3.51 from system 5	> 3.51 from system 5	> 3.51 from system 5	> 3.51 from system 5
1.2 Graduates have the potential for creativity, innovation, and evidence-based thinking.	1.2.1 Percentage of subjects in each curriculum that emphasize building competency in creativity, innovation, and evidence-based thinking.	50	50	50	50	50
	1.2.2 Number of student works that received awards or certificates of innovation and creative work at the national and international levels.	20	20	20	20	20
	1.2.3 Number of student works that have received patents, petty patents, or intellectual rights.	10	20	40	80	160
	1.2.4 Percentage of courses that passed the AUN QA assessment.	20	40	60	80	100

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
	1.2.5 Percentage of students who engage in international knowledge and cultural exchanges.	30	> 30	> 30	> 30	> 30
	1.2.6 Percentage of curricula approved by SPOT.	100	100	100	100	100
	1.2.7 Number of research studies or creative works that received national or international awards or certificates.	40	40	40	40	40
1.3 Add learning support materials to be modern, appropriate, and adequate.	1.3.1 Number of databases supporting research studies	5	5	5	5	5
	1.3.2 Percentage of smart classrooms.	50	60	70	80	100
	1.3.3 Percentage of lab rooms/laboratories in each curriculum that meet the standards according to the criteria.	100	100	100	100	100
	1.3.4 User satisfaction with the information network system in terms of modernity, stability, and comprehensiveness.	3.51	4.00	4.50	>4.50	5.00
1.4 Develop the potential of academic and professional teachers to become professionals in their fields.	1.4.1 Percentage of teachers who have received training in research development, measurement, and evaluation.	100	100	100	100	100
	1.4.2 Percentage of professors with academic positions.	10	10	10	10	10
	1.4.3 Percentage of teachers with doctoral-level qualifications.	60	>60	>60	>60	>60
1.5 Organize education in collaboration with educational institutions/establishments both domestically and abroad.	1.5.1 Percentage increase in the number of educational institutions collaborating with foreign institutions.	20	20	20	20	20
	1.5.2 Percentage increase in the number of educational institutions collaborating with domestic institutions.	10	10	10	10	10
	1.5.3 Percentage of establishments/agencies that are cooperative both domestically and internationally.	20	20	20	20	20

Strategy of Strategy 1

Strategy 1.1: Develop a curriculum that meets international standards.

    1.1.1: Offer courses that are internationally recognized.

    1.1.2: Offer courses that comply with international standards.

    1.1.3: Implement a curriculum organized through information and communication technology systems.

Strategy 1.2: Continuously promote international relations and activities by collaborating with foreign educational institutions.

    1.2.1: Establish student and faculty exchange programs with foreign educational institutions.

    1.2.2: Enhance proactive marketing and relationship-building with foreign educational institutions.

Strategy 1.3: Increase the diversity of foreign professors.

    1.3.1: Create incentives to attract foreign faculty.

Strategy 1.4: Increase the number of international students.

    1.4.1: Collaborate with foreign educational institutions, especially within the ASEAN group.

    1.4.2: Engage in proactive public relations efforts to attract international students.

Strategy 1.5: Strengthen foreign language skills for personnel and students.

    1.5.1: Enhance standardized English communication skills for both personnel and students.

    1.5.2: Promote the use of English in communication outside of class.

Strategy 2: Accelerate the production of academic works, including research and creative work, that are beneficial to communities and society at both national and international levels.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
2.1 Teachers have work published nationally and internationally (Scopus Q1-Q4), including creative work or other types of work according to university criteria.	2.1.1: Proportion of research articles published in international journals (Scopus Q1-Q4) per full-time lecturer within 1 year.	1:1	1:2	1:2	1:2	1:2
	2.1.2: Percentage of full-time teachers with academic work, inventions, creative work, innovation, or other types of work published nationally and internationally.	10	10	10	10	10
2.2 Support the publication of research results at the national and international levels (Scopus Q1-Q4), including creative work or other types of work that are beneficial at the national or international level.	2.2.1: Average research funding per full-time lecturer.	Science stream 50,000 / person Humanities stream 25000 / person	Science stream 50,000 / person Humanities stream 25000 / person	Science stream 50,000 / person Humanities stream 25000 / person	Science stream 50,000 / person Humanities stream 25000 / person	Science stream 50,000 / person Humanities stream 25000 / person
	2.2.2: Percentage of research results cited by national and international databases (Scopus Q1-Q4).	5	10	15	>15	>15
	2.2.3: Percentage of research works published in collaboration with researchers from international institutions.	100	100	100	100	100
2.3 Support awards and stipends for research publications in international journals (Scopus Q1-Q4).	2.3.1 Amount of financial support for publication in international journals (Scopus Q1-Q4).	15 million baht	20 million baht	15 million baht	15 million baht	20 million baht

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
2.4 Promote research results, creative work, or other types of work that are used for social benefits.	2.4.1 Number of research results, creative works, or other types of work that have been patented, received petty patents, or copyrighted.	2	2	2	2	2

Strategy of Strategy 2

Strategy 2.1: Develop systems and mechanisms to promote academic work, research, and creative work.

    2.1.1: Create systems and mechanisms for conducting academic work, research, and creative work.

Strategy 2.2: Support funding sources and factors that facilitate research creation.

    2.2.1: Provide support for funding sources and resources needed for academic work, research, and creative work.

    2.2.2: Seek external funding sources for academic work, research, and creative work.

    2.2.3: Support the publication of academic works, research, and creative works by teachers and students.

Strategy 2.3: Develop research faculty.

    2.3.1: Increase the number of professors involved in research and creative work exchanges.

    2.3.2: Support faculty in presenting their academic work internationally.

    2.3.3: Conduct training on IRB human research ethics.

Strategy 2.4: Promote academic work, research, and creative work.

    2.4.1: Create incentives for academic work, research, and creative work by teachers and students that have international significance.

    2.4.2: Develop the potential for academic work, research, and creative work by teachers and students to receive patents, petty patents, copyrights, or awards at the national or international level.

Strategy 2.5: Integrate academic work, research, and creative work with teaching and academic services to society.

    2.5.1: Encourage teachers to apply their academic, research, and creative work in teaching and academic services to society.

Strategy 3: Provide academic services to society and communities to develop quality of life and career opportunities, ensuring sustainable strength.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
3.1 To be a center of excellence in providing academic services to the community.	3.1.1: Number of academic service centers that are nationally recognized.	1	2	3	4	5
	3.1.2: Number of academic service centers that are internationally recognized.	1	≥ 1	≥ 1	≥ 1	≥ 1
	3.1.3: Number of courses integrated with academic service projects.	50	50	50	50	50
	3.1.4: Number of works that serve as models for joint venture community development.	1	≥ 1	≥ 1	≥ 1	≥ 1
	3.1.5: Number of works honored as good practice.	1	≥ 1	≥ 1	≥ 1	≥ 1
	3.1.6: Percentage of service recipient satisfaction at a good level or above.	70	≥70	≥70	≥70	≥70
3.2 Society benefits from continuous and sustainable development.	3.2.1: Number of academic service projects that address and solve community health needs and/or societal issues.	≥ 3	≥ 5	≥ 7	≥ 9	≥ 12
	3.2.2: Number of communities that apply local wisdom with the technology and academics available at the university.	≥ 2	≥ 4	≥ 6	≥ 8	≥ 10
3.3 Be a learning resource and provide academic services to the community in research and teaching.	3.3.1 Number of academic cooperation networks with external agencies and communities.	1	≥1	≥1	≥1	≥1

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
3.4 Be a center of academic knowledge service for the community and/or society both nationally and internationally.	3.4.1 Number of faculty members working together to become an academic knowledge service center for the community and/or society.	≥ 3	≥ 5	≥ 8	≥ 10	≥ 13

Strategy of Strategy 3

Strategy 3.1: Promote integration among personnel, students, and communities to transfer knowledge and technology in a participatory manner.

  3.1.1: Support and promote the application of local wisdom to technology and academic resources available at the university.

Strategy 3.2: Create a network of academic cooperation with external agencies and the community to continuously strengthen community resilience.

Strategy 3.3: Promote and support faculty collaboration to establish the university as an academic knowledge service center for both national and international communities.

Strategy 4: Promote and develop the preservation of good arts and culture at the national level.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
4.1 Establish an arts and culture promotion center.	4.1.1 Number of arts and culture promotion centers established.	1	1	1	1	1
4.2 Propagate culture and preserve good arts and culture at the national level.	4.2.1: Number of projects/activities published at the national level.	1	≥ 1	≥ 1	≥ 1	≥ 1
	4.2.2: Number of projects/activities published internationally.	1	≥ 1	≥ 1	≥ 1	≥ 1
	4.2.3: Number of academic courses integrated with arts, culture, and research.	50	50	50	50	50
	4.2.4: Number of works honored as good practice.	1	≥ 1	≥ 1	≥ 1	≥ 1
	4.2.5: Percentage of satisfaction of service recipients at a good level or above.	70	≥ 70	≥ 70	≥ 70	≥ 70
	4.2.6: Number of works of art and culture that represent new knowledge, innovations, or creative works.	5	10	≥ 10	≥ 10	≥ 10
4.3 Have a good national arts and culture exchange project.	4.3.1 Number of activities/projects related to the dissemination/exchange of good arts and culture at the national level.	3 Activities/ Projects	> 3 Activities/ Projects	> 3 Activities/ Projects	> 3 Activities/ Projects	> 3 Activities/ Projects
4.4 Have academic work/research work that results from the education/exchange of good arts and culture at the national level.	4.4.1 Number of academic works/research works resulting from education/exchange of national and international arts and culture.	3 stories	> 3 stories	> 3 stories	> 3 stories	> 3 stories
4.5 Receive awards from contests related to good arts and culture.	4.5.1 Number of prizes received from contests related to arts and culture.	1 reward	> 1 reward	> 1 reward	> 1 reward	> 1 reward

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
4.6 Have courses related to the preservation of good arts and culture at the national and international levels.	4.6.1 Number of courses related to the preservation of arts and culture at the national and international levels.	13	> 13	> 13	> 13	> 13

Strategy of Strategy 4

Strategy 4.1: Organize activities and projects to preserve arts and culture at both national and international levels.

    4.1.1: Number of activities and projects related to the preservation of arts and culture.

    4.1.2: Satisfaction level of participants in activities and projects related to the preservation of arts and culture.

Strategy 4.2: Implement national and international art and cultural exchange projects.

    4.2.1: Number of activities and projects related to the dissemination and exchange of national and international arts and culture.

Strategy 4.3: Conduct academic and research work resulting from the education and exchange of national and international arts and culture.

    4.3.1: Number of academic works and research resulting from the education and exchange of national and international arts and culture.

Strategy 4.4: Achieve recognition through awards from contests related to arts and culture.

    4.4.1: Number of awards received from contests related to arts and culture.

Strategy 4.5: Offer courses related to the preservation of arts and culture at both national and international levels.

    4.5.1: Number of courses related to the preservation of arts and culture at the national and international levels.

Strategy 5: Create and promote the university's identity to be widely accepted.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
5.1 Create an identity for the university that is accepted.	5.1.1: Percentage of the curriculum that cultivates creativity and empirical thinking as the basis for the university's identity and uniqueness.	100	100	100	100	100
	5.1.2: Number of activities that encourage students to create innovations.	10	> 10	> 10	> 10	> 10
	5.1.3: Number of student innovations/creative works.	10	> 10	> 10	> 10	> 10
	5.1.4: Number of innovations/creative works that have been published.	10	> 10	> 10	> 10	> 10
	5.1.5: Number of innovative works, creative works, and research that are accepted.	10	> 20	> 20	> 20	> 20
	5.1.6: Number of innovative works, creative works, practical research, citations, and certificates of use.	10	> 20	> 20	> 20	> 20
5.2 Develop marketing systems and mechanisms both domestically and internationally.	5.2.1: Number of institutions/people engaged in joint cooperation both domestically and internationally.	> 20	> 25	> 30	> 30	> 30
	5.2.2: Number of media channels used for educational guidance and public relations.	60	> 60	> 60	> 60	> 60
	5.2.3: Efficiency/access to media for educational guidance and public relations.	60	> 60	> 60	> 60	> 60
	5.2.4: Percentage of satisfaction with media used for educational guidance and public relations.	60	> 60	> 60	> 60	> 60
	5.2.5: Percentage of the number of students applying to study.	20	> 20	> 20	> 20	> 20

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
5.3 Promote and develop the quality of life and experiences of students (extracurricular activities).	5.3.1: Number of activities/projects designed to enhance student experiences.	≥2	≥2	≥2	≥2	≥2
	5.3.2: Student satisfaction scores regarding the quality of life and experiences provided by the university.	≥ 3.70	≥ 3.80	≥ 3.90	≥ 4.00	≥ 4.20
	5.3.3: Percentage of compliance with the academic and life counseling care system.	80	≥80	≥80	≥80	≥80
	5.3.4: Number of counseling clinics available.	≥1	≥1	≥1	≥1	≥1
	5.3.5: Percentage of satisfaction among students who use counseling clinic services.	80	≥80	≥80	≥80	≥80
5.4 Develop the alumni system (select outstanding alumni of the faculty and university).	5.4.1: Establish an alumni association for Shinawatra University.	-	1	-	-	-
	5.4.2: Award outstanding alumni awards.	10	>10	>10	>10	>10
	5.4.3: Number of communication channels with alumni using modern technology.	3	> 3	> 3	> 3	> 3
	5.4.4: Alumni satisfaction with Shinawatra University.	3.51	>3.51	>3.51	>3.51	>3.51

Strategy of Strategy 5

Strategy 5.1: Cultivate creativity and empirical thinking as the foundation for the university's identity and uniqueness.

    5.1.1: Promote innovation and creativity among students.

    5.1.2: Generate new knowledge through research and development processes.

Strategy 5.2: Establish a network for academic cooperation and student recruitment.

    5.2.1: Create communication channels for educational guidance and public relations.

    5.2.2: Organize and participate in educational guidance events and publicize courses both domestically and abroad.

Strategy 5.3: Develop activities and projects to enhance student experiences.

    5.3.1: Ensure graduates possess knowledge and skills that are recognized and valued by employers and society.

    5.3.2: Implement systems for academic and life advice and support.

    5.3.3: Provide access to clinics and counseling services.

Strategy 5.4: Develop communication channels with alumni using modern technology.

    5.4.1: Establish an alumni association for Shinawatra University.

Strategy 6: Develop management systems and resources to achieve maximum results.

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
6.1 Develop management systems and resources for maximum results.	6.1.1: Level of personnel opinions regarding the good governance of executives.	> 3.51	> 3.51	> 3.51	> 3.51	> 3.51
• Good Governance	6.1.2: Percentage of success in operating with good governance principles.	80	>80	>80	>80	100
• Improve work systems and processes for efficiency and quality.	6.1.3: Percentage of success in improving work systems and processes for efficiency and quality.	80	>80	>80	>80	100
• Improve regulations to facilitate the promotion and support of personnel in carrying out the mission of the university.	6.1.4: Percentage of regulations improved/amended to facilitate promotion and support of personnel in carrying out the university's mission.	80	>80	>80	>80	100
• Ensure efficient financial management systems.	6.1.5: Percentage of success in projects with financial management systems.	80	>80	>80	>80	100
• Implement effective risk management.	6.1.6: Percentage of success in projects with risk management.	80	>80	>80	>80	100
6.2 Asset management • Develop the university's asset and income management system for sustainable self-reliance (e.g., dormitories, shops, investments).	6.2.1: Number of projects to develop the university's asset and income management system for sustainable self-reliance.	1	>1	>1	>1	>1
	6.2.2: Number of projects focused on developing a green university that is friendly to the environment.	1	>1	>1	>1	>1
• Develop the university into a green university that is environmentally friendly (e.g., university buildings and areas).	6.2.3: Percentage of success in projects developing the university's asset and income management system for sustainable self-reliance.	80	>80	>80	>80	100
	6.2.4: Percentage of success in projects developing a green university that is environmentally friendly.					

Goal	Indicator	Academic Year				
		2024	2025	2026	2027	2028
6.3 Develop a resource management system • Implement an educational service system (AVS) using a web application. • Develop a management information system (MIS) using a web application. • Create a database system to support learning and teaching. • Establish an online teaching management system (Learning Management System: LMS). • Develop a workflow management system. • Enhance information systems and networks to align with the university's strategy. • Create a co-working space with technology.	6.3.1: Number of educational service systems (AVS) using web applications that have been developed.	1	>1	>1	>1	>1
	6.3.2: Number of management information systems (MIS) using web applications that have been developed.	1	>1	>1	>1	>1
	6.3.3: Number of database systems supporting learning and teaching that have been developed.	1	>1	>1	>1	>1
	6.3.4: Number of online teaching management systems (LMS) developed.	1	>1	>1	>1	>1
	6.3.5: Number of workflow management systems developed.	1	>1	>1	>1	>1
	6.3.6: User opinions on information systems and networks that align with the university's strategy.	> 3.51	> 3.51	> 3.51	> 3.51	> 3.51
	6.3.7: User opinions on co-working spaces with technology.	> 3.51	> 3.51	> 3.51	> 3.51	> 3.51

Strategy of Strategy 6

Strategy 6.1: Develop management and quality systems at the university, faculty, and agency levels according to quality criteria.

    6.1.1: Enhance work systems and processes for greater efficiency and quality.

    6.1.2: Foster a culture of teamwork and result analysis.

    6.1.3: Develop risk management systems and mechanisms.

    6.1.4: Revise regulations to support and facilitate the promotion and support of personnel in fulfilling the university's mission.

Strategy 6.2: Improve financial management within the university.

    6.2.1: Develop systems and mechanisms for allocating funds to support the university's mission.

    6.2.2: Enhance systems and mechanisms for managing expenses and investments.

Strategy 6.3: Develop infrastructure and facilities to support the university's mission.

    6.3.1: Upgrade buildings, utilities, and various facilities to be modern and adequate for the needs of personnel and students.

    6.3.2: Create environments such as classrooms, laboratories, workrooms, libraries, and university areas that foster a conducive learning atmosphere.

Strategy 6.4: Develop information technology systems to support efficient university operations.

    6.4.1: Implement information systems that support management, planning, decision-making, and quality assurance in alignment with the university's mission.

    6.4.2: Develop information systems for effective knowledge management.

Strategy 6.5: Develop an efficient management and human resources system to achieve world-class status and a strong organizational culture.

    6.5.1: Organize regular personnel development activities, including academic, management, and recreational opportunities.

    6.5.2: Enhance knowledge management within the organization.

    6.5.3: Support scholarships and continuous development activities for personnel at all levels.

Strategy 6.6: Improve the compensation system and welfare to attract and retain qualified personnel.

    6.6.1: Adjust the compensation system appropriately.

    6.6.2: Enhance welfare benefits to create work incentives.

    6.6.3: Provide awards and recognition for outstanding personnel.