

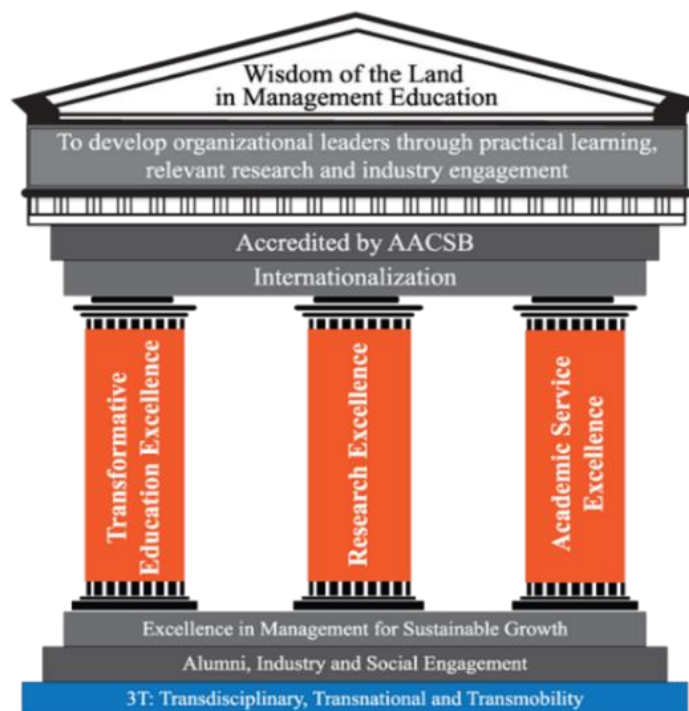
College of Management, Mahidol University  
Key Strategy and Action Plan 2024

Amidst this evolving context and unprecedented challenges, CMMU has prepared the five- year (2021-2025) strategic plan to steer the college to be more agile and achieve the corporate goal of sustainable growth. Starting with CMMU's Dean and Executive Committee, they considered Mahidol University's current vision and mission, together with the College's current vision and mission, and provided three strategic directions:

- 1) Drive CMMU's ranking in the global arena, in addition to complying with international standards,
- 2) Ensure sustainable growth within innovation through comprehensive offerings, collaboration and services, and
- 3) Create One CMMU culture.

Following these strategic directions and taking the challenging contexts into consideration, CMMU has laid out five key business- level strategies as follows:

- + Strategy #1: Transformative education excellence in alignment with context
- + Strategy #2: Research excellence with social contribution
- + Strategy #3: Academic services excellence with public recognition
- + Strategy #4: Internationalization
- + Strategy #5: Excellence in management for sustainable growth



The strategic action plans that support CMMU’s strategies along with the KPI measures are shown below:

Strategic Action Plan		KPI
Short term	Long term	
<b>Strategy #1: Transformative Education Excellence in Alignment with Context</b>		
<p><b>Curriculum</b></p> <ul style="list-style-type: none"> <li>• Develop distinguished and updated curriculum</li> <li>• Create more study options (Online program)</li> <li>• Create learning options for alumni to enable a life-long learning</li> <li>• Select flagship subjects in either Thai/International program</li> </ul> <p><b>Teaching/learning methods and environments</b></p> <ul style="list-style-type: none"> <li>• Expand the use of interactive teaching and online learning</li> <li>• Offer social and academic activities for all students and alumni</li> <li>• Invite international or Thai guest speakers</li> <li>• Enhance students’ practical learning, professional problem solving, and leadership skills through working with industry/ community</li> </ul> <p><b>Faculty and staff development</b></p> <ul style="list-style-type: none"> <li>• Encourage knowledge exchange and communication, from problems to theory and learning among faculty, alumni, and industries</li> </ul>	<p><b>Curriculum</b></p> <ul style="list-style-type: none"> <li>• Create new courses or programs that leverage university’s strengths</li> <li>• Offer new majors or programs with local/international partners</li> </ul> <p><b>Teaching/learning methods and environments</b></p> <ul style="list-style-type: none"> <li>• Develop more online courses for public</li> <li>• Engage alumni in life-long study</li> </ul> <p><b>Faculty and staff development</b></p> <ul style="list-style-type: none"> <li>• Internationalize academic curriculum and faculty</li> <li>• Build integrated industry partnership and provide full support to faculty and staff for industry training and research</li> </ul>	<p><b>Education index</b></p> <ul style="list-style-type: none"> <li>• Student satisfaction / Graduate satisfaction / Employer satisfaction</li> <li>• Graduate outcomes (base on expected learning outcomes)</li> <li>• Academic reputation</li> <li>• Teaching evaluation scores</li> <li>• Graduation rates</li> <li>• Student retention rates</li> <li>• No. of enrolled students</li> </ul>
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	Strategic Action Plan		KPI
	Short term	Long term	
<b>Strategy #2: Research Excellence with Social Contribution</b>			
<ul style="list-style-type: none"> <li>• Develop systems to support or encourage faculty to produce target number of quality research with emphasis on impact</li> <li>• Work closely with the Ph.D. programs to ensure that faculty members and students can apply in time each year</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness of CMMU research via social media networks</li> <li>• Develop SDGs relevant keywords for faculty members</li> </ul>	<b>Research index</b> <ul style="list-style-type: none"> <li>• Number of international/national publications</li> <li>• Cite per doc.</li> <li>• Number of contract research and funding amount</li> <li>• No. and amount of external research grants</li> <li>• Satisfaction of research funding sources</li> </ul>	
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<b>Strategy #3: Academic Services Excellence with Public Recognition</b>			
<ul style="list-style-type: none"> <li>• Optimize and differentiate training programs, credentials, and services</li> <li>• Develop a proactive PR and Marketing strategic plan for academic services</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize the impact of partnerships</li> </ul>	<b>Academic services index</b> <ul style="list-style-type: none"> <li>• Achievement of target income</li> <li>• No. of trainings and consulting projects</li> <li>• No. of repeated customers</li> <li>• Satisfaction level of customers</li> </ul>	
			<ul style="list-style-type: none"> <li>• Optimize and differentiate training programs, credentials, and services</li> <li>• Develop a proactive PR and Marketing strategic plan for academic services</li> </ul>
<b>Strategy #4: Internationalization</b>			
<ul style="list-style-type: none"> <li>• Support faculty members to attend a seminar/training abroad concerning teaching and/or conduct joint research with faculty abroad</li> <li>• Support faculty members to attend an academic exchange with partner universities and/or invite experienced professors to be visiting professors/ researchers</li> <li>• Encourage students who have interest in dual-degree program</li> <li>• Create brand awareness and reputation globally</li> <li>• Build partner with accredited institutions</li> <li>• Organize study trips/company visits overseas for students and projects for exchange students</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that the college could meet and maintain standard criteria of AACSB accreditation</li> <li>• Hire an international recruitment person and build up agent network to recruit students from abroad and other regions in Thailand</li> </ul>	<b>Internationalization index</b> <ul style="list-style-type: none"> <li>• Number of inbound and outbound students</li> <li>• Number of students in Double Degree Program</li> <li>• Number of international students</li> <li>• Number of active MOU with international partners</li> <li>• International reaccreditation</li> </ul>	
			<ul style="list-style-type: none"> <li>• Support faculty members to attend a seminar/training abroad concerning teaching and/or conduct joint research with faculty abroad</li> <li>• Support faculty members to attend an academic exchange with partner universities and/or invite</li> </ul>

Strategic Action Plan		KPI
Short term	Long term	
<p>experienced professors to be visiting professors/ researchers</p> <ul style="list-style-type: none"> <li>• Encourage students who have interest in dual-degree program</li> <li>• Create brand awareness and reputation globally</li> <li>• Build partner with accredited institutions</li> <li>• Organize study trips/company visits overseas for students and projects for exchange students</li> </ul>	<p>abroad and other regions in Thailand</p>	
<b>Strategy #5: Excellence in Management for Sustainable Growth</b>		
<ul style="list-style-type: none"> <li>• Manage to increase revenue from academic &amp; training/consulting areas</li> <li>• Ensure that the organizational structure supports the strategy</li> <li>• Promote/PR the college, research, and academic program continually to build brand awareness</li> <li>• Implement proactive mkt. scheme to reach expanded target students</li> <li>• Provide/develop systems to support the operation of task such as IT system to support learning and teaching</li> <li>• Strengthen CMMU's community of students, faculty, alumni, and industry by integrating activities of student, alumni, career services, and mentoring programs</li> <li>• Promote and support the welfare of everyone</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate/engage with business partners in teaching &amp; learning to students/public</li> <li>• Systemize and streamline the HR management process to be more effective in recruitment, development, retention, and evaluation</li> <li>• Develop a strategic human resources plan</li> </ul>	<p><b>Organizational performance index</b></p> <ul style="list-style-type: none"> <li>• Revenue and net return from education and academic services</li> <li>• No. of enrollments of new students in each program</li> <li>• Ratio of faculty who obtain academic rank</li> <li>• Staff engagement level</li> <li>• Brand awareness</li> <li>• Satisfaction level of users towards support system and services</li> <li>• Increasing no. of alumni and industry engagement</li> </ul>