ASEAN Institute for Health Development

Strategic Plan

2025 - 2029





Vision

To be a recognized academic institute in ASEAN in the fields of Global Health, Health Policy, and Health Systems Development by 2027.

Missions

- Conduct research to develop innovative and sustainable models for health systems
- 2. Develop curricula and implement transformative learning processes to produce graduates who are leaders in sustainable health systems management
- 3. Strengthen the capacity of the health workforce to support the sustainable development of health systems

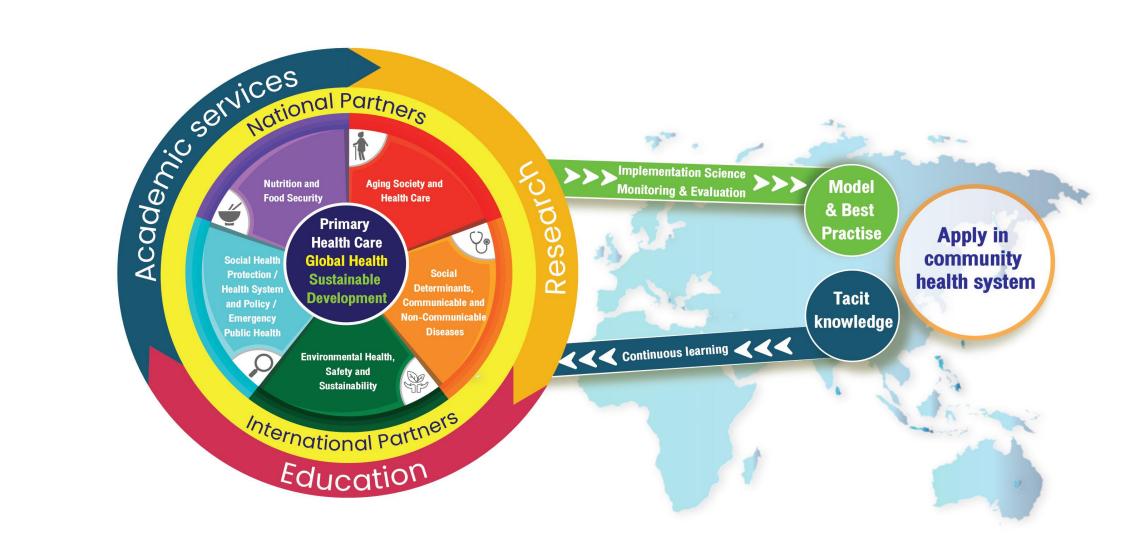


Strategies

- 1. Conducting research to support sustainable health systems
- 2. Developing curricula and learning management to cultivate leaders in health policy and health systems
- 3. Providing excellent academic services to drive and scale up quality health system development
- 4. Enhancing organizational management systems toward sustainable excellence



Roadmap to Vision





Strategy 1: Conducting research to support sustainable health systems (1/1)

					Responsible			Targets		
Objective	Strategy	KPI	Indicator	Unit	Unit/Person for Data Reporting	2025	2026	2027	2028	2029
1.1 Create research on health systems focusing on global health issues and ensure policy utilization	1.1.1 Promote the production of high-quality research outputs	CKPI	Number of research publications in Global Health, Health Policy, and Development published in international journals	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	20	22	24	28	32
			Number of research publications in Q1 journals	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	16	18	20	22	24
			Number of research publications in Q1 TOP 10 journals	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	2	3	4	5	6
University Ind Institute's Flag			Number of co-authored publications with international networks/institutions	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	10	11	12	13	14



Strategy 1: Conducting research to support sustainable health systems (1/2)

					Responsible Unit/Person			Targets		
Objective	Strategy	KPI	Indicator	Unit	for Data Reporting	2025	2026	2027	2028	2029
1.1 Create research on health	1.1.1 Promote the	1.1.1.5	Number of university-led	Policy	Research and Advocacy for	1	1	1	1	1
systems focusing on global	production of high-quality	CKPI	policy advocacies of national		Health Development Policy					
health issues and ensure policy	research outputs		and international significance		- Research Promotion Unit					
utilization										
		1.1.1.6	Number of research projects	Publication	Research and Advocacy	5	5	5	5	5
		KPI	driving health policy and		for Health Development					
			health system development		Policy					
					- Research Promotion					
					Unit					
		1.1.1.7	Number of newly appointed	Percentage	Research and Advocacy	100	100	100	100	100
		KPI	lecturers (less than 5 years of		for Health Development					
			work experience)		Policy					
Habita in the Land			participating in the		- Research Promotion					
University Ind	ICATOF		Professional Researcher		Unit					
Institute's Flag	nshin		Empowerment Program		General Support					
montate 3 Ha	goinp		(PREP)		- Human Resources					



Strategy 1: Conducting research to support sustainable health systems (1/3)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	Ottatogy	131 1	maioatoi	Onit	Data Reporting	2025	2026	2027	2028	2029
1.1 Create research on health	1.1.2 Increase research	1.1.2.1	Number of large-scale	Source	Research and Advocacy for	1	1	1	1	1
systems focusing on global	funding sources from both	KPI	research grants		Health Development Policy					
health issues and ensure policy	internal and external				- Research Promotion Unit					
utilization	agencies.	1.1.2.2	Amount of research	Percentage	Research and Advocacy for	5	5	5	5	5
		KPI	funding increased		Health Development Policy					
					- Research Promotion Unit					
1.2 Expand networks that	1.2.1 Strengthen the	1.2.1.1	Number of Mahidol	Unit/	Research and Advocacy for	1	1	1	1	1
promote health systems	Mahidol University Global	KPI	University	Department/F	Health Development Policy					
research focusing on global	Health (MUGH)		units/departments/Fac	aculty	- MUGH Office					
health issues at the	Coordinating Center to		ulty collaborating in							
international level	expand targeted research		driving the Mahidol							
	networks		University Global							
			Health (MUGH) (non-							
			duplicated)							
University Ind	icator	1.2.1.2	Number of new	Unit/	Research and Advocacy for	1	1	1	1	1
		KPI	international networks	Department/F	Health Development Policy					
Institute's Flag	gship		(non-duplicated)	aculty	- MUGH Office					
					- AUN-HPN Secretariat Office					



Strategy 1: Conducting research to support sustainable health systems (1/4)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	Otratogy	131 1	maidatoi	Offic	Data Reporting	2025	2026	2027	2028	2029
1.3 Establish the Institute	1.3.1 Synthesize	1.3.1.1	Number of	Report	Research and Advocacy	1	1	1	1	1
as a nationally and	research on Primary	KPI	synthesized reports		for Health Development					
regionally recognized	Health Care (PHC) to		on Primary Health		Policy					
leader in Primary Health	support policy in		Care (PHC) developed		- Research Promotion					
Care (PHC) and Global	collaboration with		for policy advocacy in		Unit					
Health	national and regional		collaboration with							
	partners.		national and regional							
			partners							







Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/1)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	Ottategy	IXI I	mulcator	Offic	Data Reporting	2025	2026	2027	2028	2029
2.1 Promote the Institute's	2.1.1 Continuously	2.1.1.1	Requirement for	Program	Educational and	2	2	2	1	1
programs as leading	enhance the quality of	KPI	managing the teaching		Academic Services					
curricula in health systems	program operations to		and learning process		- Educational Unit					
within the ASEAN region	achieve excellence (in	2.1.1.2	Evaluation results of	Percentage	Educational and	100	100	100	100	100
	terms of content,	KPI	instructors and thesis		Academic Services					
	instructors, teaching and		advisors should be at		- Educational Unit					
	learning management, and		least 4 out of 5							
	supporting resources)									
		2.1.1.3	Number of programs	Program	Educational and	2	2	2	2	2
		CKPI	accredited according to		Academic Services					
			the university's internal		- Educational Unit					
			quality assurance							
			standards							



Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/2)

Objective					Responsible Unit/Person			Targets		
Objective	Strategy	KPI	Indicator	Unit	for Data Reporting	2025	2026	2027	2028	2029
2.1 Promote the Institute's	2.1.1 Continuously enhance	2.1.1.4	Number of programs	Program	Educational and Academic	1	1	1	-	-
programs as leading curricula	the quality of program	CKPI	accredited according to the		Services					
in health systems within the	operations to achieve		international standard		- Educational Unit					
ASEAN region	excellence (in terms of		The ASEAN University							
	content, instructors,		Network-Quality							
	teaching and learning		Assurance (AUN-QA)							
	management, and		European Association							
	supporting resources)		for Quality Assurance in			Execute	1	-	-	-
	,		Higher Education							
			(ENQA)							
			(non-duplicated)							



Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/2)

					Responsible Unit/Person			Targets		
Objective	Strategy	KPI	Indicator	Unit	for Data Reporting	2025	2026	2027	2028	2029
2.1 Promote the Institute's	2.1.2 Continuously increase	2.1.2.1	Number of annual	Percentage	Educational and	20	20	30	40	50
programs as leading	the number of students	KPI	increase in student		Academic Services					
curricula in health systems			enrollment		- Educational Unit					
within the ASEAN region	2.1.3 Develop new	2.1.3.1	The number of	Program	Educational and	1	-	-	-	-
	programs that address the	CKPI	programs related in		Academic Services					
	global health and well-		Primary Health Care		- Educational Unit					
	being knowledge		(PHC) and Doctor of							
			Primary Health Care							
			Management (Ph.D.)							



Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/3)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	Stratogy		maioator	Onic	Data Reporting	2025	2026	2027	2028	2029
2.1 Promote the Institute's programs as leading curricula in health systems within the ASEAN region	2.1.4 Modernize curricula to cover global health and well-being issues	2.1.4.1 CKPI	Number of new specialized tracks developed	Course unit	Educational and Academic Services - Educational Unit	1	1	1	1	1
7 6 2 W 7 6 9 10 11	2.1.5 Strengthen student affairs and alumni networks	2.1.5.1 KPI	Number of alumni's projects contributing to university development	Project	Educational and Academic Services - Educational Unit	1	1	1	1	1
University Indicator		2.1.5.2 KPI	Percentage of current students' engagement with the university	Percentage	Educational and Academic Services - Educational Unit	75	80	80	80	80
	ator	2.1.5.3 KPI	Percentage of alumni engagement with the university	Percentage	Educational and Academic Services - Educational Unit	20	20	25	30	35
Institute's Flags	ship	2.1.5.4 KPI	Level of alumni engagement with Mahidol University	Level	Educational and Academic Services - Educational Unit	3	3	3	3	4



Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/4)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	Strategy	INF I	mulcator	Offic	Data Reporting	2025	2026	2027	2028	2029
2.1 Promote the Institute's	2.1.5 Strengthen student	2.1.5.5	Number of outbound	Person	Educational and Academic	6	6	6	6	6
programs as leading	affairs and alumni networks	KPI	students (More than 12		Services					
curricula in health systems			weeks)		- Educational Unit					
within the ASEAN region					General support					
					- Corporate Unit					
					(International Relations)					
		2.1.5.6	Number of inbound	Person	Educational and Academic	1	1	2	2	2
		KPI	students (More than 12		Services					
			weeks)		- Educational Unit					
					General support					
					- Corporate					
					Communications Unit					
					(International Relations)					



Strategy 2: Developing curricula and learning management to cultivate leaders in health policy and health systems (2/5)

Objective	Objective Strategy KPI Indicator Unit	Unit	Responsible Unit/Person for			Targets				
Objective	Strategy	INF I	mulcator	Offic	Data Reporting	2025	2026	2027	2028	2029
2.2 Enhance program	2.2.1 Develop curricula that	2.2.1.1	Number of e-Learning	Course	Educational and Academic	1	1	1	1	1
flexibility to accommodate	are flexible for learners	KPI	courses (non-duplicated)		Services					
diverse learners					- Educational Unit					
					General Support					
					- Audiovisual Equipment					
					and Conference Room					
					Services Unit					



Strategy 3: Providing excellent academic services to drive and scale up

quality health system development (3/1)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
- Objective	- Otratogy		marcator	— Office	Data Reporting	2025	2026	2027	2028	2029
3.1 Elevate academic services	3.1.1 Enhance health	3.1.1.1	Number of training	Session	Educational and Academic	4	4	4	4	4
to an international standard	systems training programs	KPI	sessions conducted		Services					
	for domestic leaders		domestically		- Academic Services Unit					
		3.1.1.2	Evaluation results of	Score	Educational and Academic	4.75	4.75	4.75	4.75	4.75
		KPI	domestic training	(out of 5)	Services					
			programs		- Academic Services Unit					
	3.1.2 Develop health systems	3.1.2.1	Number of	Program	Educational and Academic	1	1	1	1	1
	training programs for ASEAN	KPI	national/international		Services					
	regional leaders		training programs		- Academic Services Unit					
			conducted (non-							
			duplicated)							
		3.1.2.2	Number of training	Session	Educational and Academic	1	1	2	2	2
			sessions for ASEAN		Services					
			regional leaders		- Academic Services Unit					
University Indic	ator	3.1.2.3	Evaluation results of	Score	Educational and Academic	4.75	4.75	4.75	4.75	4.75
1 22 1 7		KPI	training programs for	(out of 5)	Services					
Institute's Flags	hip		ASEAN regional leaders		- Academic Services Unit					



Strategy 3: Providing excellent academic services to drive and scale up quality health system development (3/2)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for			Targets		
Objective	- Otratogy		mulcator	- Onit	Data Reporting	2025	2026	2027	2028	2029
3.1 Elevate academic services	3.1.3 Income from Academic	3.1.3.1	Amount of income from	Baht	Research and Advocacy for	4,300,000	4,600,000	5,000,000	5,300,000	5,500,000
to an international standard	Services	CKPI	research and academic		Health Development Policy					
			services through INT		- Research Promotion Unit					
					Educational and Academic					
					Services					
					- Academic Services Unit					
		3.1.3.2	Total income from the	Baht	Educational and Academic	6,000,000	6,500,000	7,000,000	7,500,000	8,000,000
		CKPI	academic services of all		Services					
			departments		- Academic Services Unit					
3.2 Advocate university health	3.2.1 Increase the number of	3.2.1.1	Number of new associated	University	Research and Advocacy for	5	5	5	5	5
promotion policies at the	health promotion university	CKPI	member universities (non-		Health Development Policy					
national and international	networks in the ASEAN		duplicated)		- AUN-HPN Secretariat					
levels	region				Office					



Strategy 3: Providing excellent academic services to drive and scale up quality health system development (3/3)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for	Targets						
Objective		IXI I		Omt	Data Reporting	2025	2026	2027	2028	2029		
3	3.2.1 Increase the number of	3.2.1.2	Number of International	Conference	Research and Advocacy for	1	1	1	1	1		
ł	health promotion university	KPI	Conferences by the		Health Development Policy							
1	networks in the ASEAN		Institute		- AUN-HPN Secretariat							
1	region				Office							
					General support							
					- Corporate							
					Communications Unit							
					(International Relations)							
3	3.2.2 Number of universities	3.2.2.1	Increase in the number of	Percentage	Research and Advocacy for	5	10	10	10	10		
i	in Thailand implementing the	CKPI	universities in Thailand		Health Development Policy							
I	HURS system for health		adopting the HURS		- AUN-HPN Secretariat							
1	promotion initiatives on				Office							
(campus											



Strategy 3: Providing excellent academic services to drive and scale up quality health system development (3/4)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for	Targets						
Objective					Data Reporting	2025	2026	2027	2028	2029		
	3.2.3 Number of	3.2.3.1	Increase in the number of	Percentage	Research and Advocacy for	5	5	5	5	5		
	international universities	CKPI	international universities		Health Development Policy							
	implementing the HURS		in Thailand adopting the		- AUN-HPN Secretariat							
	system for health promotion		HURS		Office							
	initiatives on campus											



Strategy 4: Enhancing organizational management systems toward sustainable excellence (4/1)

			Indicator	Unit	Responsible Unit/Person	Targets						
Objective	Strategy	KPI			for Data Reporting	2025	2026	2027	2028	2029		
4.1 Enhance efficiency in	4.1.1. Workforce	4.1.1.1	Workforce management	Plan	General Support	1	1	1	1	1		
human resource	management	KPI	plan		- Human Resources							
management		4.1.1.2	Achievement of workforce	Percentage	General Support	75	100	100	100	100		
		CKPI	management plan in		- Human Resources							
			alignment with strategic									
			goals									
	4.1.2 Develop competencies	4.1.2.1	Number of personnel	Percentage	General Support	80	85	90	95	100		
	of all personnel groups	CKPI	whose essential		- Human Resources							
			competencies have been									
			developed according to									
			the Individual									
			Development Plan (IDP)									
University Indica	tor	4.1.2.2	PREP-Certified Academic	Percentage	General Support	20	25	30	30	30		
Offiversity fiduca	University Indicator	CKPI	staff		- Human Resources							
Institute's Flagsh	מור	4.1.2.3	MUPSF Level 3	Person	General Support	1	1	1	1	1		
	· ·	CKPI	(non-duplicated)		- Human Resources							



Strategy 4: Enhancing organizational management systems toward sustainable excellence (4/2)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for	Targets					
05/001170	Ottatogy		maioator	Onne	Data Reporting	2025	2026	2027	2028	2029	
4.1 Enhance efficiency in	4.1.1. Workforce	4.1.2.4	MUPSF Level 2	Person	General Support	1	1	1	1	1	
human resource	management	CKPI	(non-duplicated)		- Human Resources						
management		4.1.2.5	Global talent: Academic	Person	General Support	1	1	1	1	1	
		CKPI			- Human Resources						
		4.1.2.6	Global talent: Research	Percentage	General Support	20	20	20	20	20	
		CKPI			- Human Resources						
		4.1.2.7	Global talent: General	Person	General Support	2	2	2	2	2	
		CKPI	Support		- Human Resources						
4.2 Enhance efficiency in	4.2.1 Strengthen financial	4.2.1.1	Earnings Before Interest,	Baht	General Support	Surplus	Surplus	Surplus	Surplus	Surplus	
financial	stability	KPI	Taxes, Depreciation, and		- Financial and						
			Amortization (EBITDA)		Procurement Unit						
		4.2.1.2	Net Income	Baht	General Support	Surplus	Surplus	Surplus	Surplus	Surplus	
		KPI			- Financial and						
University Indic	ator				Procurement Unit						
Oniversity mult	αιυι	4.2.1.3	Return on Assets (ROA)	Percentage	General Support	4	5	5	5	5	
Institute's Flags	hip	KPI			- Financial and						
	moutule o Flayomp				Procurement Unit						



Strategy 4: Enhancing organizational management systems toward sustainable excellence (4/3)

Ohioativa	Christiania	KPI	Indicator	I I i A	Responsible Unit/Person for			Targets					
Objective	Strategy	Gualegy	Indicator	Unit	Data Reporting	2025	2026	2027	2028	2029			
4.2 Enhance efficiency in	4.2.1 Strengthen financial	4.2.1.4	Net profit margin	Percentage	General Support	4	5	5	5	5			
financial	stability	KPI			- Financial and Procurement Unit								
		4.2.1.5	Budget utilization efficiency at	Budget utilization efficiency at the end of the fiscal year									
		CKPI	Efficiency of government	Percentage	General Support	90	90	90	90	90			
			budget utilization at the		- Financial and Procurement Unit								
			end of the fiscal year		- Quality Strategy and								
					Development Unit								
			Efficiency of income-based	Percentage	General Support	80	80	80	80	80			
			budget utilization at the		- Financial and Procurement Unit								
			end of the fiscal year		- Quality Strategy and								
					Development Unit								
		4.2.1.6	Up-to-date Strategic	Prepared/	General Support	Prepare	Prepare	Prepare	Prepare	Prepare			
Hairranaith a Inge	lta-A	CKPI	Financial Management	Not	- Financial and Procurement Unit	d	d	d	d	d			
University Ind	licator		analysis report for	prepared	- Quality Strategy and								
lmatitutela Flac	achin		managerial decision-		Development Unit								
Institute's Fla	gship		making										



Strategy 4: Enhancing organizational management systems toward sustainable excellence (4/4)

					Responsible Unit/Person			Targets		
Objective	Strategy	KPI	Indicator	Unit	for Data Reporting	2025	2026	2027	2028	2029
4.3 Enhance efficiency in	4.3.1 Renovate ASEAN	4.3.1.1	Achievement of ASEAN	Performance	General Support	Underway	Completed	-	-	-
physical and surrounding space management	House dormitory	CKPI	House dormitory renovation	results	- Physical and Maintenance Unit					
	4.3.2 Improve physical	4.3.1.2	Achievement of	Performance	General Support	Completed	-	-	-	-
	facilities and surrounding	CKPI	improvements in	results	- Physical and					
	 area (1) Library (2) Lecturer offices (3) Krasae Chanawongse Meeting Room (4) Classrooms and Audio-Visual system 		physical facilities and surrounding areas (1) Library (2) Lecturer offices (3) Krasae Chanawongse Meeting Room (4) Classrooms and Audio-Visual system		Maintenance Unit					



Strategy 4: Enhancing organizational management systems toward sustainable excellence (4/5)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for	Targets						
Objective	Ciratogy			Onit	Data Reporting	2025	2026	2027	2028	2029		
4.4 Continuous improvement	4.4.1 Organizational	4.4.1.1	Increase in EdPEx scores	Band	General Support	1+1	1+1	1+1	1+1	1+1		
in Education Criteria for	management	CKPI	(Process + Results)		- Quality Strategy and							
Performance Excellence					Development Unit							
(EdPEx) scores		4.4.1.2	Evaluation results of the	Level	Committee for Integrity and	Pass	Pass	Pass	Pass	Pass		
		CKPI	integrity and transparency		Transparency Assessment							
			assessment (ITA) in the		(ITA) in the operations of							
			operations of government		government agencies							
			agencies									
		4.4.1.3	Number of outstanding	Project	Research and Advocacy for	1	1	1	1	1		
		CKPI	projects with impactful results		Health Development Policy							
			aligned with Sustainable		Educational and Academic							
			Development Goals (SDGs)		Services							
University Indica	ator				General Support							
University Indica		4.4.1.4	Value of procurement of	Percentage	General Support	70	70	70	70	70		
Instituto's Flore	hin	KPI	environmentally friendly		- Financial and Procurement							
Institute's Flags	ilip		goods and services		Unit							



ยุทธศาสตร์ที่ 4 การพัฒนาระบบบริหารจัดการองค์กรเพื่อความเป็นเลิศอย่างยั่งยืน (4/7)

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for	r Targets						
Objective	Otrategy		mulcator	- Offic	Data Reporting	2025	2026	2027	2028	2029		
	4.4.2 Management of	4.4.2.1	Provision of data	Percentage	Educational and Academic	100	100	100	100	100		
	information as	KPI	analytics to the university		Services							
	data/information system				- Educational Unit							
					General Support							
					- Corporate							
					Communications Unit							
					- Human Resources Unit							
		4.4.2.2	Awareness of PDPA	Percentage	General Support	100	100	100	100	100		
		KPI	among staff		- Corporate							
					Communications Unit							
					- Human Resources Unit							
		4.4.2.3	Awareness of PDPA	Percentage	Educational and Academic	100	100	100	100	100		
		KPI	among students		Services							
					- Educational Unit							



To be a recognized academic institute in ASEAN in the fields of Global Health, Health Policy, and Health Systems Development by 2027