

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

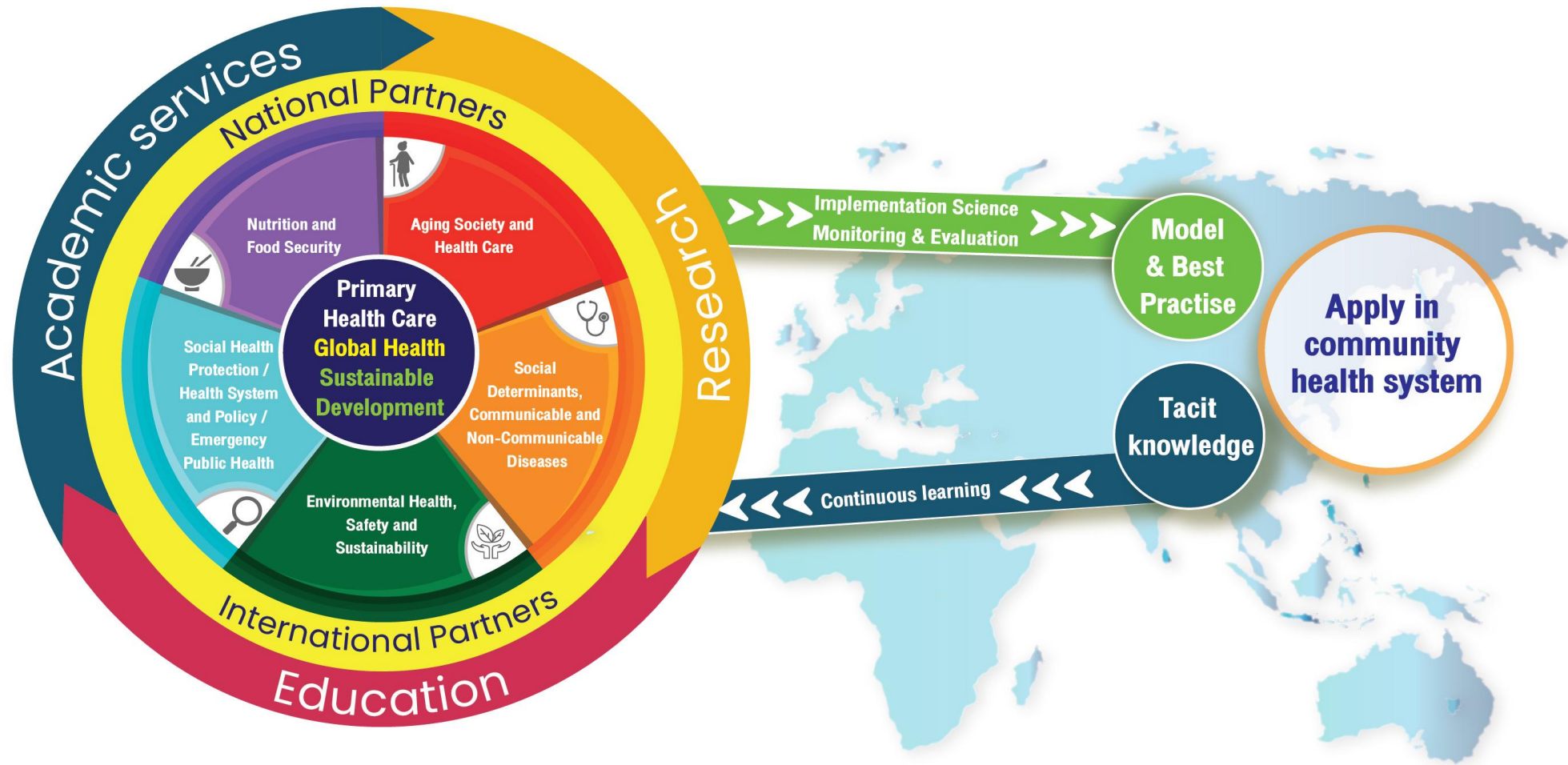
1. Conduct research to develop innovative and sustainable models for health systems
2. Develop curricula and implement transformative learning processes to produce graduates who are leaders in sustainable health systems management
3. Strengthen the capacity of the health workforce to support the sustainable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

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for Data Reporting	Targets				
						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	1.1.1.1 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
		1.1.1.2 CKPI	Number of research publications in Q1 journals	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	16	18	20	22	24
		1.1.1.3 CKPI	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
		1.1.1.4 KPI	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

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

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for Data Reporting	Targets				
						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	1.1.1.5 CKPI	Number of university-led policy advocacies of national and international significance	Policy	Research and Advocacy for Health Development Policy - Research Promotion Unit	1	1	1	1	1
		1.1.1.6 KPI	Number of research projects driving health policy and health system development	Publication	Research and Advocacy for Health Development Policy - Research Promotion Unit	5	5	5	5	5
		1.1.1.7 KPI	Number of newly appointed lecturers (less than 5 years of work experience) participating in the Professional Researcher Empowerment Program (PREP)	Percentage	Research and Advocacy for Health Development Policy - Research Promotion Unit General Support - Human Resources	100	100	100	100	100

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

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

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

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

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



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

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



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

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



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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 Data Reporting	Targets				
						2025	2026	2027	2028	2029
2.1 Promote the Institute’s programs as leading curricula in health systems within the ASEAN region University Indicator Institute’s Flagship	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
	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
		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
		2.1.5.3 KPI	Percentage of alumni engagement with the university	Percentage	Educational and Academic Services - Educational Unit	20	20	25	30	35
		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 Data Reporting	Targets				
						2025	2026	2027	2028	2029
2.1 Promote the Institute’s programs as leading curricula in health systems within the ASEAN region	2.1.5 Strengthen student affairs and alumni networks	2.1.5.5 KPI	Number of outbound students (More than 12 weeks)	Person	Educational and Academic Services - Educational Unit General support - Corporate Unit (International Relations)	6	6	6	6	6
		2.1.5.6 KPI	Number of inbound students (More than 12 weeks)	Person	Educational and Academic Services - Educational Unit General support - Corporate Communications Unit (International Relations)	1	1	2	2	2



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

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



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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 Data Reporting	Targets				
						2025	2026	2027	2028	2029
3.1 Elevate academic services to an international standard	3.1.1 Enhance health systems training programs for domestic leaders	3.1.1.1 KPI	Number of training sessions conducted domestically	Session	Educational and Academic Services - Academic Services Unit	4	4	4	4	4
		3.1.1.2 KPI	Evaluation results of domestic training programs	Score (out of 5)	Educational and Academic Services - Academic Services Unit	4.75	4.75	4.75	4.75	4.75
	3.1.2 Develop health systems training programs for ASEAN regional leaders	3.1.2.1 KPI	Number of national/international training programs conducted (non-duplicated)	Program	Educational and Academic Services - Academic Services Unit	1	1	1	1	1
		3.1.2.2	Number of training sessions for ASEAN regional leaders	Session	Educational and Academic Services - Academic Services Unit	1	1	2	2	2
		3.1.2.3 KPI	Evaluation results of training programs for ASEAN regional leaders	Score (out of 5)	Educational and Academic Services - Academic Services Unit	4.75	4.75	4.75	4.75	4.75

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



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



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



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

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

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

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

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

Objective	Strategy	KPI	Indicator	Unit	Responsible Unit/Person for Data Reporting	Targets				
						2025	2026	2027	2028	2029
4.2 Enhance efficiency in financial	4.2.1 Strengthen financial stability	4.2.1.4 KPI	Net profit margin	Percentage	General Support - Financial and Procurement Unit	4	5	5	5	5
		4.2.1.5 CKPI	Budget utilization efficiency at the end of the fiscal year							
			Efficiency of government budget utilization at the end of the fiscal year	Percentage	General Support - Financial and Procurement Unit - Quality Strategy and Development Unit	90	90	90	90	90
			Efficiency of income-based budget utilization at the end of the fiscal year	Percentage	General Support - Financial and Procurement Unit - Quality Strategy and Development Unit	80	80	80	80	80
		4.2.1.6 CKPI	Up-to-date Strategic Financial Management analysis report for managerial decision-making	Prepared/ Not prepared	General Support - Financial and Procurement Unit - Quality Strategy and Development Unit	Prepared	Prepared	Prepared	Prepared	Prepared

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

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





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

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

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ยุทธศาสตร์ที่ 4 การพัฒนาระบบบริหารจัดการองค์กรเพื่อความเป็นเลิศอย่างยั่งยืน (4/7)

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



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