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# D2.2 National Governance and Fundraising Strategy - Thailand



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Abbreviation Table	
ASEAN	Association of Southeast Asian Nations
EU	European Union
PE	Public Engagement
UN	United Nations



# Governance and Fundraising Strategy and Plan (National)

## Introduction

This deliverable introduces the Governance and Fundraising Strategy and Plan at the national level. The strategic plan has been identified under the framework of the nine pillars of the common strategy to promote and support the national priorities for governance and financing strategies in higher education in the Thailand. The key priorities, goals, and objectives for the modernization of higher education governance and management systems in the Thailand includes towards internationalization, social responsibility, transforming digitality, intensification and enhancement of research, teaching and learning, governance modernization, funding and people support, exchanging knowledge, and impact in Southeast Asia, with an emphasis in Thailand, will be discussed. In the short, medium, and long term, a shared strategy scope and vision is offered, which is linked to specific priority areas and, in turn, strategic objectives, measures, and expected outcomes. This Strategy is accompanied by a multi-year Plan (3-5 years) that details the activities that should be undertaken in each phase, the persons or authorities/structures concerned, the implementation timeframe, the tangible and intangible results, and the performance and impact indicators.

The priorities are listed on the next pages and a detailed description of them is provided.

## Results of WP1 Research

This section is dedicated to summarising the research report in order to build on the key issues and recommendations identified for improving financial sustainability and securing additional funding for the four partner institutions in Laos and Thailand. More specifically, the figure below summarises the methodology of the deliverable and the recommended actions.



<b>Research Report: Regulation, needs and skills to develop fundraising for Social Science and ITC Faculties / Departments in National University of Laos, Savannakhet, Chiang May and Prince of Songkla</b>			
The report is divided into four sections. The three first sections reconstruct the picture of the two countries' university systems, and Section 4 is dedicated to the detection of critical points and the suggestion of specific improvement actions. For this report, two research actions were carried out: desk research and field research.			
1. Rules and organizations in each university	2. Academic and administrative staff: skills and public engagement	3. Fundraising activities in the four universities of Laos and Thailand	4. Issues & recommendations for improving fundraising
<ul style="list-style-type: none"> <li>Regulation and management</li> <li>International agreements</li> <li>Budget</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and career development</li> <li>Administrative staff recruitment</li> <li>Workload</li> <li>Assessment</li> <li>Skills needs</li> <li>Public Engagement</li> <li>Network</li> </ul>	<ul style="list-style-type: none"> <li>The research system</li> <li>Funding procedures</li> <li>Funders</li> <li>NUOL Publications in national/international journals</li> </ul>	<ul style="list-style-type: none"> <li>Key areas whose improvement would produce a new set-up of the 4 universities in terms of fundraising capacity, research, PE quality</li> <li>Recommended actions</li> </ul>
<b>Improvement suggestions and Recommended Actions</b>			
a) Reduce the time spent on bureaucracy required for research projects approval through an online research application management platform; b) Establish a research administrative office dedicated both to research fundraising and networking; c) Build a specific key performance indicator (KPI) for accessing internal funding, composed of three indicators with different weights, depending on the institution's: <ul style="list-style-type: none"> <li>number of publications in peer-reviewed journals and publishers;</li> <li>number and amount of funds won nationally or internationally;</li> <li>individual PE performance.</li> </ul> d) Public Engagement (PE) networks building it is recommended: <ul style="list-style-type: none"> <li>whereas this activity is not institutionalized, to create an administrative office to collect information concerning the different forms of E;</li> <li>to include PE as one of the activities which are recognized for of academic career track;</li> <li>create a database of all stakeholders.</li> </ul>			

Figure 1 Overview of WP1 Research Report

Furthermore, some professors/researchers express dissatisfaction with the time it takes to apply for research grants and the bureaucracy (in the Prince of Songkla University academic staff focus group, this issue appears even more pronounced). In order to simplify the research process, an online platform is suggested that allows the electronic signature of the document within a predetermined time frame. Moreover, this way administrative employees committed to research management could be aware of any sort of proposal made by researchers and follow the process from the beginning to the end. Another important issue identified is that many scholars recognize the fact that they learn about funding opportunities for projects and research too late. Because of this, researchers do not have the necessary time to design comprehensive and competitive proposals. To this end, it is proposed the creation of a research administrative office with the competence of keeping track of all fundraising opportunities, both locally and worldwide, and passing information along to all researchers and professors. In addition, Asian Universities should gathering information so as to improve their research networks. A database system that collects information on potential research partners could be a possible solution and a beneficial tool for them to develop their research connections.

In addition, it seems that public engagement(PE) activities are limited. PE is also important since the university can gain prestige and recognition. Based on the report there are three types of recommendations. Firstly, given the fact that this activity is not institutionalised within the university the establishment of an administrative office to collect data on the

various forms of PE in which the academic staff can participate is recommended. Secondly, include PE as an important pillar for the evaluation of Universities and thirdly develop indicators and a database system so that faculties or departments can be ranked based on all PE performances by each academic staff member.

Furthermore, as it seems in general there is no transparent and meritocratic way of managing internal research funds. Consequently, it is suggested a new method that takes into account the following factors. Firstly, the number of peer-reviewed publications in English or their native language in peer-reviewed journals and publishers. Secondly, the number and amount of funds earned in national and worldwide competitions and the individual PE performance. In this way, it will increase the motivation of researchers to seek external sources of funding as well.

Another possible barrier to the expansion of additional research activities is that Asian University systems' workload is higher than that of Western public institutions. This combined with the fact that many professors work in private universities due to low salaries there is not enough time for research. Researchers should be given incentives and time to increase their income through external research funding.

Based on the survey report, there are certain skills of university human resources that need improvement. The figure below shows the proposed training activities which will contribute to upgrading the skills of the people.



Figure 2 Upskilling and Reskilling proposed activities

Taking everything into consideration, any proposed adjustments should be evaluated in light of the national setting as well as the specific university context in which they will be implemented.

## Common Strategy

### The nine pillars of the common strategy

#### 1. TOWARDS INTERNATIONALISATION

Within the framework of the internationalisation strategy, the following plans have been proposed to be considered for their application in Thailand to promote and support teachers and students' mobility at the higher institution and its cooperation:

- ✘ The internationalization of curriculum
  - The activity proposed under the internationalization strategy is to increase the production of a wide range of international programs (e.g., courses taught in English) to attract not only local students but also international students who are interested in doing regular and exchange courses at the universities in Thailand. This increases more options for students from ASEAN state members and other regions across the globe to experience the national education system offered at global level. This could also enhance the establishment of joint degree and exchange students (BA/Msc/PhD) programs among the ASEAN countries and EU member states.
  
- ✘ Leading international project
  - The increase of teaching staff from higher education institutions to participate in Erasmus+ /ASEAN programs as an individual or group researcher(s) and project leader(s). This mobilizes the capacity of the teachers to lead international projects in different fields indicated in and related to the strategic plans of the Ministry of Education and Sports. The international project would lead to the growth of global and domestic networking and more collaboration in various international tasks from public and private agents and improve the quality of research (academic and industrial research) and project implementation of the institutions.
  
- ✘ International agreements
  - The agreements between public and private agents to access resources across the globe. Becoming an international member provides the benefits to the higher education institutions in the Thailand to access international knowledge center and various platforms for research funding opportunity sources and different types of valuable publications. This facilitates students and academic staff to the sharing of knowledge resources around the world,





which inspires innovation and ideation of research methodology and long-life learning initiatives.

## **2.SOCIAL RESPONSIBILITY - THIRD MISSION**

Higher education institutions in Thailand dedicate themselves into social development in order to generate social change impacts. Thus, social responsibility could further be empathized to create better quality of social developers in different forms include:

- ☒ Social entrepreneurs
  - Making social entrepreneurship programs to educate the younger generation to take advantage of social challenges as a business opportunity is the important tactic to drive social change. Social entrepreneurship not only produces quality social developers but also increases funding opportunities from the UNs' 17 Sustainable Development Goals (SDGs). Social entrepreneurs can directly solve social issues. As such, social entrepreneurship education is highly crucial at the current stage. The Academic Services Unit of Thailand is vital to contribute and further disseminate the calls and the initiatives linked to the social responsibility of the university.
  
- ☒ Social innovators
  - The promotion of social innovators at the higher education institutions who can design and implement novel solutions with different innovative activities such as educating the younger generation on how to save money.
  
- ☒ Social researchers
  - While social responsibility is being developed, it is also faced with several social challenges like education, policies, unemployment, health, and gender. With different methods used by social researchers provides guidelines to those social issues mitigation. Therefore, the role of social researchers should be promoted. They should be provided with the right tools to carry out social research and find the solutions to health and wellbeing, environmental sustainability, public policy, and UN 17 SDGs. Incubating social researchers and providing them with the right tools escalate the social research quality and lead to more funding opportunities from public and private agents.
  
- ☒ In Thailand there is in every university an office of Human Resource development and social engagement. Within their expertise they should further engage on an



open discussion with the researchers and the students interested in social entrepreneurship.

### **3. TRANSFORMING DIGITALLY**

The university can take advantage of the digital transformation approach in becoming a modern learning hub for all. This could help not only the students but also the teachers to scale up their digital literacy and the improvement of the institution's operational performance.

#### ☒ Online courses offer

- Courses should continue to offered online and on-site by the Universities in Thailand. This would provide an option to the students who would like to apply for a degree and study online. Courses could be designed to meet the needs of learners in a number of ways such as a short course (vocational training in a particular area of subject like accounting, auditing, business model canvas etc.). Providing this service can enhance revenue generation and the university's reputation.

#### ☒ Tools and learning platforms

- The university should have its own online platform customized to its needs. The platform could be used not only for conducting online classes, but also for online exam, PowerPoint presentation layout, podcast, and live streaming. It should also be used for teacher and student discussion. For the universities that have one already, trainings on the faculty staff should be organized so as to learn more about their enhanced features and dialogue opportunities like in the forum.

#### ☒ Encouragement of digital tools utilization

- Teachers and students should be encouraged to use the digital tools for different learning purposes. The training courses on digital tools usage could be made available online so that they can be easily accessed and used. Certificate could be given for those who complete digital tools training. This could be made compulsory prior to participating in a certain course



conducted online for the students or for the teachers before conducting an online class.

#### **4. INTENSIFICATION AND ENHANCEMENT OF RESEARCH**

Setting a clear goal in research direction and transforming the university into a research hub should be aimed. Paying attention to research encourages not only the staff to further their careers to become a high-quality researcher but also the quality research output that is recognized domestically and internationally. Therefore, the university should consider the following priorities.

##### **☒ Researcher support**

- Establishment researcher support program that promotes researchers and recognizes their success. This program could strengthen research quantity and quality and leadership abilities of university researchers so that they would be active in carrying out research in different areas. The provision such as a research laboratory, research ecosystem, and research publication fees can lead to consistent, motivation, sufficient, and efficient research outputs. The office of the research administration is responsible for the development of these programs.
- Increase the number of research funding and research topics to be research based on the global research tendency and publication calls for research. Ph.D. students should be introduced to different research topics required by EU partners and encouraged to contribute their work to the national research context and research center. The support for the Ph.D. students should be tied to research training with international funding opportunities and industry partners. This can be organized by the research administration center in collaboration with the library and the graduate center.

#### **5. TEACHING AND LEARNING**

Teaching and learning are considered as the important strategic plan for HEIs because it should not be limited to a single teaching approach. Therefore, learning-centered approach should be considered for adaptation.



✘ Learner-centered education

- Teaching and learning at HEIs in the Thailand should be adapted to learner-centered education. Such learning method enhances the learners' ability in thinking, designing, innovating, and ideating. Particularly, learner-centered approach should be focused on the learners' benefits, and this should be well designed and fit with the needs and context of the learners at different age groups, aptitudes, and interests. Learners participate in determining the topics to be learned, activities to be done, and they practice them until the idea is discovered on how to do it by themselves by using a variety of learning sources, and the knowledge discovered should be able to apply in real life. Teaching and learning that focuses on learners cannot be based on a single teaching style or teaching methods, the teaching techniques that are suitable should be considered. The approach must be instilled in learners' attitudes and virtues so that learners are able to participate actively. The continuation of the internship scheme is vital while the cooperation with the industry should be continued.

✘ Methodology of teaching and learning

- To success in adapting learner-centered approach, the plan should be well made. The method should be connected to what has been learned to society. There should be certain activities and processes for students to think, analyze, synthesize, evaluate, and create. It should be designed to encourage students to develop themselves naturally and to their fullest potential. For instance, learners can choose what subject to study or choose to do a project or piece of work according to their interests within the contents of a particular subject.
- The implementation of learner-centered education should be done with care and thoughtful consideration. It must ensure that teacher-centered approached is minimized, and it is conducted in different ways such as Problem-Based, Project-Based, and Skill- Based teaching and learning approaches etc. The Education and Innovation Academy Unit is responsible for the further elaboration of the initiative.

## **6.GOVERNANCE MODERNIZATION**



The priority under this strategy is aimed at two different areas. First, institutional project management office. Second, digitalized document. The reason is that the university should have its own and independent project management office to coordinate and management the incoming and outgoing projects. Furthermore, the university should utilize the current advanced technology to transform its paper documents to paperless approach. This can speed up the governance and management process and it is easy to records. More details are discussed below:

✦ Institutional project management office

- Project management should be established at the university. The office involves the staffs who are equipped with the expertise in project management. The Institutional project management office is responsible for managing projects that come to the university. It also searches for the joint project opportunities that can involve the university staff. Both incoming and outgoing projects should be managed at a single window. This can enhance the communication and coordination among project partners. The Quality Assurance Office can be in charge of this initiative or the graduate center.

✦ Paperless document

- Transforming paper document to paperless approach can speed up the administrative work of the university. Also, this promotes the modernization of the management of the HEI. Cost cutting is aimed from this adoption. Therefore, using fewer papers helps the university minimize the administrative cost. Furthermore, the technology is available at the university. As such, the engineering faculty should be able to provide such solution. Using in-house technology can help the university to distribute and generate income among themselves.

## **7.FUNDING & PEOPLE SUPPORT**



Investing in human resources of the university is highly crucial. The university should invest in its own people. They should try to attract the best staff from within the country and the same time they should maintain and embrace its own people's ability and output. Therefore, investing in all the people across HEIs in Thailand improves the sustainability of education institutions.

☒ Project financial management

- There should be a training program on project financial management. The idea is to ensure that all academics and staff are aware of how project finance is managed. This enhances their knowledge in preparing for project proposals and planning a project funding budget correctly and properly.

### **8.EXCHANGING KNOWLEDGE**

Knowledge sharing has become significant in the knowledge era, and it is the utmost importance to higher education institutions since it houses those academic workers who are knowledgeable and produces the knowledgeable human resources to the country. To keep pace with the vigorous modern economy, sharing and disseminating the new knowledge its employees create has become an insightful resource and valuable asset of the whole country, and HEIs in particular.

☒ Department of Lifelong Learning

- Learning center should be established and or continued at each faculty to provide free consultation services to those who are interested as in an individual or a group. The consultation services can start off from free of charge services to the consultation services where charge is applicable. For instance, at the Faculty of Economics and Business Management, the consultation of business could be offered. The center can provide solution on market research, market validation, traction slide, and marketing management process. It should also provide a solution on networking, membership association, and stakeholders directory. Moreover, the learning center should provide a solution on how to get the funding, prototyping, crowdfunding, and debt clearance. Lastly, it should offer the services as such business registration guideline, product launching, law, and monitoring and evaluation. The concept of life-long learning is something new for the Thai context and it should be further supported by the government and the university itself.

☒ Idea worth sharing event



- The university should organize idea worth sharing event. This should be used a free platform where everyone can use to share their ideas to others. The sharing can be in any categories such as skills, information, expertise etc. and these ideas can be shared among peers, families, friends, colleagues, and every occupation. The approach enhances the flow of ideas, generates new ideas, and adopts new actions. An Open Day already takes place and it is vital that it reaches out to students in more remote areas. Therefore a hybrid event would have been welcomed by students, parents and staff.

## 9.IMPACT

Impact expansion and generation is very crucial to the existence of university. It is related to reputation and image creation and public awareness. The activities including but not limited to following plans can be considered for implementing:

- ✘ Public and private engagement
  - Invite the representatives from both public and private sectors to join the events held by the university such as university festival and try to include them in as many events as possible. University journals published at each faculty should be sent and ask them to subscribe as a member with special offers.
- ✘ Alumni
  - The university should keep in touch with the alumnus through several channels in order to promote and share the progress of the university. Material such research results, annual publications, newsletters, and short articles should be forwarded to them for generating the impact and maintain a relationship.
- ✘ International conference participation
  - The university should encourage and support researchers to join the international conferences as a speaker. The university can utilize this platform to promote and present its university to international audiences.
- ✘ Free coaching- counseling
  - Free coaching in certain areas could be offered to the organizations that can latter contribute to the expansion of the university. A mentoring system for

younger academics should be developed. The graduate center of the university can be in charge of this.

## Multi-Year Plan

WP Description: multi-year Plan (3-5 years) specifying the activities that should be taken in each given phase, the persons or authorities/ structures responsible, the time period of implementation, the tangible and intangible outcomes and the indicators for measuring performance and impact.

Designing a multi-year plan can be a challenging task for many universities in Thailand and Laos. Nevertheless it is essential to try and design some important milestones that are feasible in the local context.

In the first 3 years the further enhancement of the research administrative offices should be achieved. These offices assist in informing the members of the administrative and academic staff about the different opportunities that exist in a national and international context. The offices are going to be later incorporated in the new Hub which will be further elaborated on the task 2.3. The offices in each university and within the first 3 years will create an online application system/portal where the university members can log in and find all the relevant informations for open calls in a national and international level. This





application system/portal will make sure that the funding process is more transparent and that funding also within the university is visible. At the same time the offices and later the Hub will be responsible for the public engagement activities of the university. It is of great importance for the Asian universities to raise their public engagement but also contribute actively to the problems of their local societies. These procedures are going to be administered by the University Council. The outcomes of this office are going to address several of the needs of the universities. The professors and the administrative staff would be better organised and they will make sure that they can compete for ASEAN and EU funding. Moreover they will be aware of different activities that are organized in the campus along with opportunities for further disseminating their research.

Once this office are running the next step could be the R&D Hub in each Asian University. This hub will be the place where researchers and academics can meet so as to further develop their research projects but also increase their external awareness. As mentioned above and with the establishment of the Hub, the establishment of tenure-track fellowship should be given extra emphasis. This move will benefit the universities since it is going to bring them to an international equivalent. The structure of a tenure-track fellowship will also motivate new PhD students and supervisors.

These steps in the regional context would be of great use and they will make the universities outgoing, international and socially aware. As for the national recommendations an additional plan is going to be written.

