



Mahidol University  
Faculty of Tropical Medicine

# Vision

“To be a World Leader  
in Tropical Medicine”

# *Strategic Plan*

*of the Faculty of Tropical Medicine,*

*2023 – 2027*

# แผนยุทธศาสตร์ พ.ศ. 2566 - 2570 (ระยะ 5 ปี) STRATEGIC PLAN 2023-2027

คณะเวชศาสตร์เขตร้อน มหาวิทยาลัยมหิดล • Faculty of Tropical Medicine, Mahidol University

**วิสัยทัศน์**  
VISION

มุ่งสู่การเป็นหนึ่งในสถาบันชั้นนำของโลกด้านเวชศาสตร์เขตร้อน  
'To be a World Leader in Tropical Medicine'

**พันธกิจ**  
MISSION

นำองค์ความรู้ความเป็นเลิศระดับสากล ด้านการวิจัย การศึกษา และบริการสุขภาพ ด้านเวชศาสตร์เขตร้อน  
'To Strive for Excellence in Research, Education and Health Services in Tropical Medicine'

// ยุทธศาสตร์ที่ 1

งานวิจัยสู่ชุมชนสังคมโลก

Research with Global and Social Impact

// ยุทธศาสตร์ที่ 2

การศึกษามุ่งผลลัพธ์ระดับสากล

Outcome-based Education for Globally-Competent Professionals

// ยุทธศาสตร์ที่ 3

ผู้นำด้านการรักษาโรคเขตร้อน และบริการวิชาการ

Leader in Tropical Health and Academic Services

// ยุทธศาสตร์ที่ 4

องค์กรแห่งคุณภาพ เพื่อความยั่งยืน

Sustainable Quality Organization



## วัฒนธรรมองค์กร คณะเวชศาสตร์เขตร้อน



Transformation & Innovation

ปรับเปลี่ยนเพื่อสรรสร้าง

Open & Globally Connected

เปิดกว้างสู่สากล

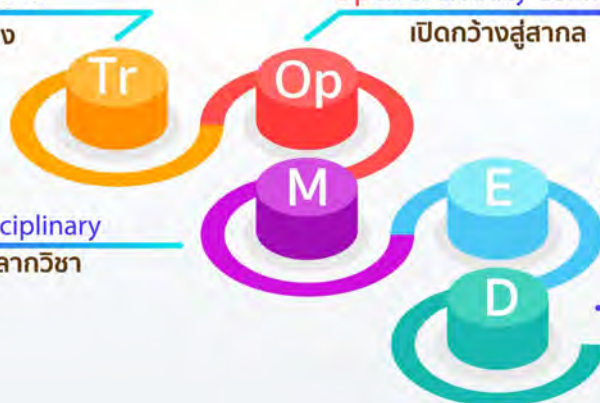
Multidisciplinary  
ระคนหลากวิชา

Embracing Creativity & Entrepreneurship

เพิ่มคุณค่าผลิตภัณฑ์ใหม่

Data - Driven Decision

ตัดสินใจด้วยข้อมูล



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เล่มแผนยุทธศาสตร์



# Strategic Plan of the Faculty of Tropical Medicine, 2023 – 2027

## Vision

“To be a World Leader in Tropical Medicine”

**Mission:** “To Strive for Excellence in  
Research, Education and Health Services in  
Tropical Medicine”

### Corporate Culture

**Tr** Transformation & Innovation

**Op** Open & Globally Connected

**M** Multidisciplinary

**E** Embracing Creativity &  
Entrepreneurship

**D** Data – Driven Decision

### Corporate Culture

**M** Mastery

**A** Altruism

**H** Harmony

**I** Integrity

**D** Determination

**O** Originality

**L** Leadership



**Core Competency** : The Faculty of Tropical Medicine is a leading institution with expertise in a wide range of fields in Tropical Medicine research, from molecular genetics to community - level innovation, which is the foundation for its medical and academic services in tropical diseases.

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## Strategic Challenges :

- The number of tropical-disease patients at the Hospital for Tropical Diseases has constantly decreased, resulting in limitations to teaching and clinical research.
  - Driving research towards innovation and commercialization.
  - Providing a new form of teaching that focuses on students.
- 

## Strategic Advantages :

- A strong research network with local and international organizations.
- The institution is located in a tropical region, where tropical diseases are prevalent.
- Medical cooperation with both public and private sectors.

(Yothi Medical Innovation District)

- A pioneer and leader in Travel Medicine in Asia.
- Be prepared for in-depth research that can be applied and used in innovative ways.



# 36 Key Indicators

## Strategy 1 Research with global and social impact (7 indicators)



Strategic Objectives	Key Indicators of the Organization	Statistical measures	Target Values				
			66	67	68	69	70
1. Produce high-quality researchers to conduct sustainable research and address important national and international public-health issues in the present and future	1. Research funding in fiscal year per number of academic staff	million/ persons/ year	2.5	2.5	2.5	2.7	2.7
2. Produce high-quality research outputs, maintaining research quality and ethics, to produce research with sustainable standards	2. Number of research publications in Q1 journals	percentage	85	90	≥90	≥90	≥90
	3. The number of research papers being published in Top 10% (SciVal)	percentage	45	50	≥50	≥50	≥50
	4. The number of research papers being published in Top1% (SciVal)	percentage	6	6	>6	>6	>7
	5. Publications in SDG Related research	percentage	70	75	≥75	≥75	≥75
3. Research facilities that are of high quality, modern, standardized, and suitable for research purposes	6. The laboratory is accredited according to Mahidol University's requirements	percentage	100	100	100	100	100
	7. Scientific equipment at the Central Instrumentation Unit is being used to support research projects	percentage	50	60	70	80	80

# ตัวชี้วัดที่สำคัญ 36 ตัวชี้วัด

## Strategy 2 Outcome-based education for globally-competent professionals (10 indicators)



Strategic Objectives	Key Indicators of the Organization	Statistical measures	Target Values				
			66	67	68	69	70
1. Develop a modern and flexible course on a digital platform with international standards	1. Having numbers of cumulative courses that are flexi or double degrees, including non-degree, up-skill, re-skill short courses	course	>10	>10	>10	>10	>10
	2. Having MAP-C, Microcredit, etc. credit cumulative lessons.	lesson/ year	40	50	60	70	80
	3. Having online lesson	lesson/ year	40	50	60	70	80
2. Increase educational opportunities and the number of students, expand the target group, and provide good experiences for students	4. The numbers of students are increasing (Academic year)	percentage	10	10	10	10	10
	5. The relationship of current students to the university	percentage	80	>85	>85	>85	>85
	6. Alumni's commitment to the university	percentage	5	>5	10	>10	>10
	7. Students' satisfaction scores at high and highest levels.	percentage	>80	>80	>85	>85	>90
	8. The number of inbound and outbound exchange students.	Person	15	15	15	15	15
3. Highly competent lecturers and staff, strong networks and educational support systems are efficient and effective.	9. Instructors have enhanced the skills of the 21st century and have level 2 or higher quality of teaching and learning (MU-PSF)	Person	30	50	70	90	≥90
	10. Inbound-outbound instructor exchanges	Person	11	11	11	11	11

# ตัวชี้วัดที่สำคัญ 36 ตัวชี้วัด

## Strategy 3 Leader in Tropical Health and Academic Services (11 indicators)



Strategic Objectives	Key Indicators of the Organization	Statistical measures	Target Values				
			66	67	68	69	70
1. Expand and develop hospital services to be up-to-date in all dimensions and to reach their full potential	1. Hospital income has increased	percentage	5	5	8	8	10
	2. Innovative services (only count for new items)	Number of issues per year	1	1	2	2	2
	3. New services are emerging in hospitals.	service	1	2	2	2	2
2. Develop into a Teaching and Reference Hospital in Tropical/Travel Medicine	4. Students on regular courses attend training in Tropical/Travel Medicine at the Hospital	Number of people	30	40	50	60	70
	5. Short course on Tropical Medicine /Travel Medicine being conducted	course	1	2	2	2	3
	6. Number of visitors has increased	percentage	>10	>10	>10	>10	>10
3. Strive to be a Research Hospital	7. Publications from the hospital	subject	5	7	8	9	10
	8. Patient beds for research work	Number of patient beds	8	10	14	18	20
	9. Has a process for Clinical Practice Guideline and Policy derived from the hospital's performance	guideline	1	2	2	2	2
4. Promote cooperation among internal and/or external institutes to create academic services and increase revenue from academic services	10. Income from Academic Service projects of the department has increased	percentage	≥10	≥10	≥10	≥10	≥10
	11. Amount of income from TropMed-DC and CRCC has increased	percentage	10	15	20	>20	>20



# ตัวชี้วัดที่สำคัญ 36 ตัวชี้วัด



## Strategy 4 Sustainable Quality Organization (8 Indicators)

Strategic Objectives	Key Indicators of the Organization	Statistical measures	Target Values				
			66	67	68	69	70
1. Staff competencies database for development purposes	1. Personnel data divided into level and position as follows: 1 Required skills for the duty 2 Skills that should be known - IT Literacy - Soft Skills - PDPA 3. Skills that need to be developed	percentage	50	100	100	100	100
2. Enable staff to work under the “New Normal” with a high level of Workforce Engagement	2. Personnel are trained in the skills they want to develop	percentage	50	80	90	100	100
	3. Engagement in the organization	Full score 5 points	4.8	4.8	4.85	4.85	4.85
3. The Faculty of Tropical Medicine is involved in promoting and achieving the 17 SDGs	4. The number of SDG targets accord with the Faculty’s performance	Goal	6	7	8	9	10
4. Increases corporate communication efficiency to strengthen corporate image both internally and externally	5. Level of Brand MAHI-DOL reputation	Full score 5 points	4.5	≥4.5	≥4.5	≥4.5	≥4.5
	6. Level of Brand TM reputation	Full score 5 points	4.5	≥4.5	≥4.5	≥4.5	≥4.5
5. Continuously develop and sustain a high-quality organization	7. Certified by TQC	score	-	qualified	qualified	qualified	qualified
6. Research and innovation funding that can generate income for the Faculty	8. Request for external scholarships that have indirect costs, measurement	Baht/ person/ year	200,000	200,000	250,000	250,000	250,000

# Strategy 1 : Research with global and social impact



3 Strategic Objectives

6 Strategies

10 Projects



## Strategic Objective 1

Produce high-quality researchers to conduct sustainable research and address important national and international public-health issues in the present and future

### Strategy 1

Promote funding applications from both domestic and international sources



1. Successful research funding sources Project SP01-01
2. Project for establishing research collaborations among national and international institutions SP01-02

### Strategy 2

Establish Mentorship program for Academic staff



3. Mentoring clinic Project (Proposal Writing, Manuscript Writing, Statistics Clinic) SP01-03

### Strategy 3

Promote a Management system that encourages Innovation in Tropical Diseases



4. Intellectual Property Training Program and Research Procedures for Commercial Innovation Development (Same as the project in Strategy 4: Project 14) SP014-04



## Strategic Objective 2

Produce high-quality research outputs, maintaining research quality and ethics, to produce research with sustainable standards

### Strategy 4

Promote a research system that meets international standards



5. Responsible Conduct of Research Training Program SP01-05
6. Develop necessary training contents for conducting online research SP01-06

### Strategy 5

Encourage researchers to publish their research in high-quality international journals



7. Introduction to Research Quality and Regulatory (GCP, GLP, GLCP, SOP, etc.) Training Program SP01-07
8. Meet the Academic Publishers Project SP01-08



## Strategic Objective 3

Have research facilities that are of high quality, modern, standardized, and suitable for research purposes.

### Strategy 6

Create a management system to manage equipment and laboratories in accordance with standards and utility.



9. Project to manage the use of central tools with internal and external personnel effectively (by setting the rate of using tools) SP01-09
10. Project to monitor and assess laboratory safety compliance with standards SP01-010

# Strategy 2 : Outcome-based education for globally-competent professionals



3 Strategic Objectives

8 Strategies

14 Projects



## Strategic Objective 1

Develop a modern and flexible course on a digital platform with international standards

### Strategy 1

Develop a digital platform to support digital learning and teaching



1. Digital learning materials Development Project for innovative education SP02-01
2. Virtual Laboratory Project SP02-02

### Strategy 2

Develop a flexible Degree program or Non-Degree Program



3. Double Degree program Development Project in collaboration with medical program SP02-03
4. Modular DTM&H Curriculum Development Project in collaboration with International Network SP02-04
5. Curriculum Development Project for collecting Credit Bank (MAP-C, Microcredit) SP02-05
6. Short-Term Curriculum Development Project, including School Health Program SP02-06



## Strategic Objective 2

Increase educational opportunities and the number of students, expand the target group, and provide good experiences for students

### Strategy 3

Promote marketing and proactive public relations.



7. Project to analyze and promote Digital Marketing, Open House, and Virtual Roadshow through proactive public relations SP02-07
8. Internship Program for Students. SP02-08

### Strategy 4

Seek external scholarships and manage education funding efficiently



9. Project to seek scholarship resources and manage scholarship funding SP02-09

### Strategy 5

Create positive learning experiences for individual students, and establish a system to monitor progress.

10. Database management system Development Project for tracking students. SP02-10

### Strategy 6

Strengthen alumni relationships and networks.



11. Alumni engagement activities through Re-skill and Up-skill training programs SP02-11



## Strategic Objective 3

Highly competent lecturers and staff, strong networks and educational support systems that are efficient and effective.

### Strategy 7

Highly competent Lecturers can build strong networks to strengthen the education system



12. Academic staff Development Project on improving their quality of teaching and learning through the Professional Standard Framework. SP02-12

### Strategy 8

Highly competent staff and educational support systems



13. Lecturer Development Project on new technical teaching skills SP02-13
14. Mahidol Bangkok School of Tropical Medicine staff and services Potential Development Project SP02-14



# Strategy 3 : Leader in Tropical Health and Academic Services



4 Strategic Objectives



6 Strategies



18 Projects



## Strategic Objective 1

Expand and develop hospital services to be up-to-date in all dimensions and to reach their full potential

### Strategy 1

Expand and develop Hospital services to be up-to-date in all dimensions



1. Hospital Information System Development Project including HIS/ERP/Internet/Intranet to improve hospital services. SP03-01
2. Open new clinics, including Out-of-Hours Clinic SP03-02
3. Website, App, and IOT Development Project SP03-03
4. Smart Hospital Development Project including Smart Inventory / Smart Pharmacy / Smart Cashier/ SP03-04
5. Teleconsultations/Telemedicine Development Project SP03-05
6. Smart Mobile Service Development Project SP03-06

### Strategy 2

Recruit and develop potential, knowledge and 21st-Century skills for Hospital staff



7. Recruitment, Employee engagement and Potential Development Project SP03-07
8. Consultation/Outsourcing system Development Project for various expertise, such as medical specialists, computer scientists, psychologists, and other support roles. SP03-08



## วัตถุประสงค์เชิงกลยุทธ์ 2

พัฒนาไปสู่ Teaching, Reference Hospital ด้าน Tropical / Travel Medicine

### Strategy 3

To be the Center of Excellence and Role Model in Travel Medicine Education/Research



9. Travel Clinic Development Project to be the Travel Medicine Learning Center both onsite and online SP03-09
10. Residency Medical Curriculum Development Project SP03-10
11. Travel Clinic and Alumni Networking Project for strengthening and being internationally recognized as a leader in Travel Medicine SP03-11

### Strategy 4

Develop Sustainable, Accurate, and Rapid Services for Tropical Diseases

12. Fever Clinic, Diarrhea Clinic, Parasite Clinic/LAB logistics – Expert lab Development Project SP03-12
13. Development of short-term courses including Nursing Specialty courses SP03-13



### Strategic Objective 3

## To become a Research Hospital.

#### Strategy 5

Increase and Develop Hospital Capacity to be a Research Hospital



14. Staff Capacity Enhancement Project in Research SP03-14
15. Development of infrastructure to be a One-Stop Service hospital SP03-15



### Strategic Objective 4

## Promote cooperation among internal and/or external institutes to create academic services and increase revenue from academic services.

#### Strategy 6

Open the Doors to Social Services.



16. Project to develop a system for promoting the services and products of the Faculty SP03-16
17. Enhance Hospital services efficiency through the development of logistics and payment systems, and reporting laboratory test results for Hospitals/ Departments. SP03-17
18. Project to increase revenue from academic services SP03-18

# Strategy 4 : Sustainable Quality Organization



6 Strategic Objectives



7 Strategies



12 Projects



## Strategic Objective 1

A staff competencies database for development purposes.

### Strategy 1

Short- and long-term workforce analysis and development plan that aligns with the Faculty's strategic plan



1. Human Resources Training Road Map Project SP04-01
2. Workforce Planning Project in all Units and Departments SP04-02
3. Individual development plan (IDP) Training Project SP04-03
4. Project to develop a skills database for Staff, classified by level and position SP04-04
5. Data Warehouse Development Project: Operations/ Analysis Manual for Human Resources Development SP04-05



## Strategic Objective 2

Enable staff to work under the “New Normal” with a high level of Workforce Engagement.

### Strategy 2

Develop workforce skills to enable staff to be efficient and have a high level of Workforce Engagement



6. Staff Development Skills Training Program SP04-06
7. Group Health Insurance Program SP04-07
8. Health and Wellness Project @TropMed SP04-08



## Strategic Objective 3

The Faculty of Tropical Medicine involved in promoting and achieving the 17 SDGs.

### Strategy 3

Promote sustainable management practices that align with the ECO University and Sustainable Development Goals)



9. Tropmed Global Conservation Campaign and Activities to raise awareness of Sustainable Development SP04-09





## Strategic Objective 4

### Increase corporate communication efficiency to enhance corporate image both internally and externally.

#### Strategy 4

Develop proactive marketing communication plans for all core missions, both internally and externally.



10. The Faculty's Public Image Development Project through Social Media SP04-10



## Strategic Objective 5

### Continuously develop and sustain a high-quality organization.

#### Strategy 5

Develop IT digital literacy



11. Project to enhance technological skills and knowledge for IT staff to improve their practical work. SP04-11

#### Strategy 6

Promote learning innovation to enhance quality development.



12. Project to encourage staff to adopt attitudes and ideas about Quality Development through Tropmed Quality Fair SP04-12



## Strategic Objective 6

### Have research and innovation funding that can generate income for the Faculty.

#### Strategy 7

Promote innovation that can generate income for the organization.



Intellectual Property Training Program and Research Procedures for Commercial Innovation Development (Same as the project in Strategy 1 : Project 4) SP014-04