**แบบฟอร์ม**

**รายงานการพัฒนาคุณภาพการศึกษา**

**ตามเกณฑ์คุณภาพการศึกษาเพื่อการดำเนินการที่เป็นเลิศ**

**ปีการศึกษา 2564**

**คำนำ**

....................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................

(..........................................................)

คณบดี คณะ........................................................

**สารบัญ**

........................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**บทนำ : โครงร่างองค์กร**

**1 ลักษณะองค์กร**

**ก.สภาพแวดล้อมขององค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

1. **ผลิตภัณฑ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(2) พันธกิจ วิสัยทัศน์ ค่านิยม และวัฒนธรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(3) ลักษณะโดยรวมของบุคลากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(4) สินทรัพย์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(5) สภาพแวดล้อมด้านกฎระเบียบข้อบังคับ**

....................................................................................................................................................................................................................................................................................................................

**ข. ความสัมพันธ์ระดับองค์กร**

**(1) โครงสร้างองค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(2) ลูกค้าและผู้มีส่วนได้ส่วนเสีย**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(3) ผู้ส่งมอบ พันธมิตร และคู่ความร่วมมือ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2 สถานการณ์ขององค์กร**

**ก สภาพแวดล้อมด้านการแข่งขัน**

**(1) ลำดับในการแข่งขัน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(2) การเปลี่ยนแปลงความสามารถในการแข่งขัน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**(3) แหล่งข้อมูลเชิงเปรียบเทียบ**.............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**ข บริบทเชิงกลยุทธ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**ค ระบบการปรับปรุงผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 1 การนำองค์กร**

**1.1 การนำองค์กรโดยผู้นำระดับสูง**

**1.1ก วิสัยทัศน์ และค่านิยม**

**1.1ก (1) กำหนดวิสัยทัศน์และค่านิยม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.1ก (2) การส่งเสริมการประพฤติปฏิบัติตามกฎหมายและการประพฤติปฏิบัติอย่างมีจริยธรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.1ข การสื่อสาร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.1ค พันธกิจและผลการดำเนินการขององค์กร**

**1.1ค (1) การสร้างสภาพแวดล้อมเพื่อความสำเร็จ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.1ค (2) การทำให้เกิดการปฏิบัติการอย่างจริงจัง**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2 การกำกับดูแลองค์กรและการทำประโยชน์ให้สังคม**

**1.2ก การกำกับดูแลองค์กร**

**1.2ก (1) ระบบการกำกับดูแลองค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2ก (2) การประเมินผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2ข การประพฤติปฏิบัติตามกฎหมายและการประพฤติปฏิบัติอย่างมีจริยธรรม**

**1.2ข (1) การปฏิบัติตามกฎหมายและกฎระเบียบ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2ข (2) การประพฤติปฏิบัติอย่างมีจริยธรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2ค การทำประโยชน์ให้สังคม**

**1.2ค (1) ความผาสุกของสังคม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**1.2ค (2) การสนับสนุนชุมชน** ...................................................................................................................................................................................................................................................................................................................

**หมวด 2 กลยุทธ์**

**2.1 การจัดทำกลยุทธ์**

**2.1ก กระบวนการจัดทำกลยุทธ์**

**2.1ก (1) กระบวนการวางแผนกลยุทธ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.1ก (2) นวัตกรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.1ก (3) การพิจารณากลยุทธ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.1ก (4) ระบบงานและสมรรถนะหลักขององค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.1ข วัตถุประสงค์เชิงกลยุทธ์**

**2.1ข (1) วัตถุประสงค์เชิงกลยุทธ์ที่สำคัญ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.1ข (2) การพิจารณาวัตถุประสงค์เชิงกลยุทธ์**

....................................................................................................................................................................................................................................................................................................................

**2.2 การนำกลยุทธ์ไปปฏิบัติ**

**2.2ก การจัดทำแผนปฏิบัติการและการถ่ายทอดสู่การปฏิบัติ**

**2.2ก (1) แผนปฏิบัติการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ก (2) การนำแผนปฏิบัติการไปปฏิบัติ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ก (3) การจัดสรรทรัพยากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ก (4) แผนด้านบุคลากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ก (5) ตัววัดผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ก (6) การคาดการณ์ผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**2.2ข. การปรับเปลี่ยนแผนปฏิบัติการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 3 ลูกค้า**

**3.1 ความคาดหวังของลูกค้า**

**3.1ก. การรับฟังลูกค้า**

**3.1ก (1) ลูกค้าในปัจจุบัน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.1ก (2) ลูกค้าในอนาคต**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.1ข. การจำแนกลูกค้า และผลิตภัณฑ์**

**3.1ข (1) การจำแนกลูกค้า**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.1ข (2) ผลิตภัณฑ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.2 ความผูกพันของลูกค้า**

**3.2ก. ความสัมพันธ์และการสนับสนุนลูกค้า**

**3.2ก (1) การจัดการความสัมพันธ์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.2ก (2) การเข้าถึงและการสนับสนุนลูกค้า**

....................................................................................................................................................................................................................................................................................................................

**3.2ก (3) การจัดการกับข้อร้องเรียน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.2ข. การประเมินความพึงพอใจ และความผูกพันของลูกค้ำ**

**3.2ข (1) ความพึงพอใจ ความไม่พึงพอใจ และความผูกพัน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.2ข (2) ความพึงพอใจเปรียบเทียบกับองค์กรอื่น**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**3.2ค. การใช้ข้อมูลเสียงของลูกค้าและตลาด**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 4 การวัด การวิเคราะห์ และการจัดการความรู้**

**4.1 การวัด การวิเคราะห์ และการปรับปรุงผลการดำเนินการขององค์กร**

**4.1ก. การวัดผลการดำเนินการ**

**4.1ก (1) ตัววัดผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.1ก (2) ข้อมูลเชิงเปรียบเทียบ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.1ก (3) ความคล่องตัวของการวัดผล**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.1ข. การวิเคราะห์ และทบทวนผลการดำเนินการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.1ค. การปรับปรุงผลการดำเนินการ**

**4.1ค (1) ผลการดำเนินการในอนาคต**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.1ค (2) การปรับปรุงอย่างต่อเนื่องและนวัตกรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.2 การจัดการสารสนเทศ และการจัดการความรู้**

**4.2ก. ข้อมูล และสารสนเทศ**

**4.2ก (1) คุณภาพ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.2ก (2) ความพร้อมใช้งาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.2ข (1) การจัดการความรู้**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.2ข (2) วิธีปฏิบัติที่เป็นเลิศ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**4.2ข (3) การเรียนรู้ระดับองค์กร**

.............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 5 บุคลากร**

**5.1 สภาวะแวดล้อมด้านบุคลากร**

**5.1ก. ขีดความสามารถและอัตรากำลังบุุคลากร (WORKFORCE CAPABILITY and CAPACITY)**

**5.1ก(1) ความจำเป็นด้านขีดความสามารถและอัตรากำลัง**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.1ก(2) บุคลากรใหม่ (New WORKFORCE Members)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.1ก(3) การจัดการการเปลี่ยนแปลงด้านบุคลากร (WORKFORCE Change Management)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................**5.1ก(4) การทำงานให้บรรลุุผล (Work Accomplishment)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................**5.1ข. บรรยากาศการทำงานของบุคคลากร (WORKFORCE Climate)**

**5.1ข(1) สภาวะแวดล้อมของการทำงาน (Workplace Environment)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.2 ความผูกพันของบุุคลากร (Workforce Engagement)**

**5.2ก. การประเมินความผูกพันของบุุคลากร (Assessment of WORKFORCE ENGAGEMENT)**

**5.2ก(1) ปัจจัยขับเคลื่อนความผูกพัน (Drivers of ENGAGEMENT)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.2ก(2) การประเมินความผูกพัน (Assessment of ENGAGEMENT)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................**5.2ข. วัฒนธรรมองค์กร (Organizational Culture)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.2ค. การจัดการผลการปฏิบัติงานและการพัฒนา (PERFORMANCE Management and Development)**

**5.2ค(1) การจัดการผลการปฏิบัติงาน (PERFORMANCE Management)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................**5.2ค(2) การพัฒนาผลการปฏิบัติงาน (PERFORMANCE Development)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.2ค(3) ประสิทธิผลของการเรียนรู้และการพัฒนา (LEARNING and Development EFFECTIVENESS)**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**5.2ค(4) ความก้าวหน้าในอาชีพการงาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 6 การปฏิบัติการ**

**6.1 กระบวนการทำงาน**

**6.1ก. การออกแบบผลิตภัณฑ์ และกระบวนการทำงาน**

**6.1ก (1) การจัดทำข้อกำหนดของผลิตภัณฑ์และกระบวนการทำงาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ก (2) กระบวนการทำงานที่สำคัญ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ก (3) แนวคิดในการออกแบบ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ข. การจัดการและการปรับปรุงกระบวนการ**

**6.1ข (1) การนำกระบวนการไปปฏิบัติ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ข (2) กระบวนการสนับสนุน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ข (3) การปรับปรุงผลิตภัณฑ์และกระบวนการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ค. การจัดการเครือข่ายอุปทาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.1ง. การจัดการนวัตกรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.2 ประสิทธิผลของการปฏิบัติการ**

**6.2ก. ประสิทธิภาพและประสิทธิผลของกระบวนการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.2ข. ความปลอดภัยและการรักษาความปลอดภัยบนโลกไซเบอร์**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.2ค. การเตรียมพร้อมด้านความปลอดภัยและต่อภาวะฉุกเฉิน**

**6.2ค (1) ความปลอดภัย**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**6.2ค (2) ความต่อเนื่องทางธุรกิจ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**หมวด 7 ผลลัพธ์**

**7.1. ผลลัพธ์ด้านการเรียนรู้ของผู้เรียน และบริการที่ตอบสนองต่อลูกค้ากลุ่มอื่นและด้านกระบวนการ**

**7.1 ก. ผลลัพธ์ด้านการเรียนรู้ของผู้เรียนและด้านบริการวิชาการที่มุ่งเน้นลูกค้า**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.1ข. ผลลัพธ์ด้านประสิทธิผลของกระบวนการทำงาน**

**7.1ข (1) ประสิทธิผลและประสิทธิภาพของกระบวนการ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.1ข (2) ความปลอดภัยและการเตรียมพร้อมต่อภาวะฉุกเฉิน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.1ค. ผลลัพธ์ด้านการจัดเครือข่ายอุปทาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.2 ผลลัพธ์ด้านลูกค้า**

**7.2ก. ผลลัพธ์ด้านการมุ่งลูกค้า**

**7.2ก (1) ความพึงพอใจของลูกค้า**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.2ก (2) ความผูกพันของลูกค้า**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.3 ผลลัพธ์ด้านบุคลากร**

**7.3ก. ผลลัพธ์ด้านการมุ่งเน้นบุคลากร**

**7.3ก (1) ขีดความสามารและอัตรากำลังบุคลากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.3ก (2) บรรยากาศการทำงาน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.3ก (3) ความผูกพันของบุคลากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.3ก (4) การพัฒนาบุคลากร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.4 ผลลัพธ์ด้านการนำองค์กร และการกำกับดูแลองค์กร**

**7.4ก. ผลลัพธ์ด้านการนำองค์กร การกำกับดูแลองค์กร และการทำประโยชน์ให้สังคม**

**7.4ก (1) การนำองค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.4ก (2) การกำกับดูแลองค์กร**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.4ก(3) กฎหมายและกฎระเบียบข้อบังคับ**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.4ก(4) จริยธรรม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.4ก(5) สังคม**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.5 ผลลัพธ์ด้านการเงิน ตลาด และกลยุทธ์**

**7.5ก. ผลลัพธ์ด้านการเงินและตลาด**

**7.5ก (1) ผลการดำเนินการด้านการเงิน**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................

**7.5ก (2) ผลการดำเนินการด้านการตลาด**

..............................................................................................................................................................................................................................................................................................................................................................................................................................................................................