Uttaradit Rajabhat University

UTTARADIT RAJABHAT UNIVERSITY

Strategic Development Plan

Fiscal Years 2027–2031

English edition with SDG-aligned identity, activities and indicators

Executive Summary

Uttaradit Rajabhat University (URU) serves as a higher education institution for local development. This 2027–2031 plan integrates teaching, research, academic services and cultural stewardship to address community needs across Uttaradit, Phrae and Nan. It builds on area-based engagement, lifelong learning, applied research, local enterprise development and the Green University commitment.

The five strategic pillars and core targets below follow the supplied Thai plan. The additional SDG measures are proposed for accountability and should be baselined and approved before use as institutional targets.

Plan element	English rendering
Philosophy	Education for local development
Vision	An engaged university that creates learning opportunities for area-based development
Values	Unity; Responsibility; Uniqueness as a Green University
Graduate identity	Academic and life-skills excellence: thinker, communicator, manager and local developer

1 Institutional Context

Established in 1936 as a teacher-training institution, URU has developed into a regional university with a mandate to strengthen people, communities and local economies. The plan responds to demographic change, evolving learner needs, digital transformation and the need to translate local strengths into sustainable livelihoods.

Planning principles

- Ground area-based development in local evidence and community priorities.
- Integrate teaching, research and academic services through real-world projects.
- Work with local government, schools, enterprises, civil society and Rajabhat partners.
- Apply BCG and creative-economy approaches to local resources and responsible value creation.
- Use baselines, annual targets, disaggregated data and documented outcomes.

2 Strategic Direction and SDG Alignment

Strategic pillar	SDG alignment
1 Local Development: URU Engagement Model	1, 3, 4, 8, 10, 11, 13, 15, 17
2 Research, Academic Services and Engagement	2, 3, 8, 9, 11, 12, 13, 15, 17
3 Seamless Education	4, 5, 8, 10
4 Asset and Service Value Creation	8, 9, 11, 12, 17
5 Organizational Excellence	5, 8, 9, 12, 16, 17

The SDG crosswalk indicates intended contribution, not verified impact. Each reported activity should identify its SDG target, population served, location, evidence and outcome measure.

3.1 Local Development: URU Engagement Model

Objective: Integrate teaching, research, academic service and cultural work to improve quality of life and local economies.

SDG alignment: SDGs 1, 3, 4, 8, 10, 11, 13, 15, 17

Priority activities

- Build spatial data platforms and faculty community development plans.
- Support aging-society solutions, local identity crops, community enterprises, health, environmental stewardship and climate adaptation.
- Develop local textile and identity products, community tourism and learning-city initiatives.
- Use Social Engineer processes to build community human and social capital.

Core annual targets, FY 2027–2031

Indicator	Targets by year
Spatial data platforms completed	1, 2, 3, 3, 3
Faculties with area development plans	60%, 75%, 90%, 100%, 100%
Projects with measurable social impact	5, 8, 10, 12, 15
Community enterprises/households upgraded	20, 30, 40, 50, 60
Model environmental communities	2, 4, 6, 8, 10
Value-added products completed	5, 8, 12, 15, 20
Model climate communities	1, 2, 3, 4, 5
Model health communities	2, 4, 6, 8, 10

3.2 Research, Academic Services and Engagement Systems

Objective: Produce knowledge and innovation that address area-based needs and can be applied in communities and enterprises.

SDG alignment: SDGs 2, 3, 8, 9, 11, 12, 13, 15, 17

Priority activities

- Train early-career area researchers and form interdisciplinary teams.
- Prioritize aging society, local identity crops and cultural knowledge in Uttaradit, Phrae and Nan.
- Develop commercialization, marketplace and intellectual-property pathways.

Core annual targets, FY 2027–2031

Indicator	Targets by year
Early-career researchers trained	15, 20, 25, 30, 35
Marketplace annual revenue, million THB	1, 2, 3, 4, 5
Identity-crop products developed	2, 3, 4, 5, 6
IP registrations	5, 8, 12, 15, 20

3.3 Seamless Education

Objective: Equip learners of all ages with knowledge, skills and attributes relevant to changing society and work.

SDG alignment: SDGs 4, 5, 8, 10

Priority activities

- Expand degree and non-degree lifelong learning, OBE curricula, digital and English skills, AI literacy and work-integrated learning.
- Co-design curricula and placements with employers; strengthen teacher development and PTRU competencies.
- Support student startups, career skills, student income and learner wellbeing.

Core annual targets, FY 2027–2031

Indicator	Targets by year
Graduates employed within one year	85%, 90%, 95%, 100%, 100%
Students meeting future-skills standard	50%, 65%, 80%, 90%, 100%
Curricula participating in CWIE	60%, 75%, 90%, 100%, 100%
Graduates achieving CEFR B1+	50%, 55%, 70%, 85%, 100%
E-book/MOOC resources developed	10, 20, 30, 40, 50
Student startup participants	20, 30, 40, 50, 60

3.4 Asset and Service Value Creation

Objective: Increase sustainable income and competitiveness through education, research, expertise and responsible use of university assets.

SDG alignment: SDGs 8, 9, 11, 12, 17

Priority activities

- Develop short courses, lifelong learning, CWIE, startup and advisory services with partners.
- Build marketplace channels for community products and university expertise.
- Track revenue, local supplier participation, learner outcomes and environmental performance.

Core annual targets, FY 2027–2031

Indicator	Targets by year
Education-business revenue, million THB/year	3, 3.5, 4, 5, 5
Marketplace revenue, million THB/year	1, 2, 3, 4, 5
Identity-crop products developed	2, 3, 4, 5, 6

3.5 Organizational Excellence

Objective: Strengthen governance, workforce capacity, digital operations and Green University performance.

SDG alignment: SDGs 5, 8, 9, 12, 16, 17

Priority activities

- Maintain integrity assessment and transparent performance reporting.
- Develop staff skills, academic capability, Big Data and digital/green campus plans.
- Improve facilities, staff wellbeing, resource efficiency and partnership management.

Core annual targets, FY 2027–2031

Indicator	Targets by year
Staff completing reskilling/upskilling	40%, 55%, 70%, 85%, 100%
ITA assessment	Very good each year
Big Data system implementation	40%, 60%, 80%, 100%, 100%
Digital/Green University plan	30%, 50%, 70%, 85%, 100%
Staff satisfaction	75%, 80%, 85%, 90%, 95%

4 University Identity in Practice

URU's identity is expressed through the graduate attributes "thinker, communicator, manager and local developer," supported by academic and life skills. These practices connect the identity to teaching, community engagement and SDG evidence.

Attribute	Observable practice	Evidence examples
Thinker	Uses evidence and critical reasoning to define local problems.	Research or capstone linked to community priorities.
Communicator	Communicates across disciplines and with community groups.	Presentations and English/digital communication assessments.
Manager	Plans people, time, resources and collaborative delivery.	Project plans, team records and delivery reports.
Local developer	Applies knowledge with communities to improve livelihoods and wellbeing.	Adopted solutions, beneficiary outcomes and community feedback.
Green University	Uses resources responsibly and advances environmental care.	Energy, waste, biodiversity and climate-action records.

5 Supplementary SDG Activity and Indicator Framework

These are proposed additions for SDG accountability. Establish baselines in FY 2027 and approve targets through the university planning and budget process. Disaggregate, where feasible, by province, gender, age, disability, learner status and beneficiary type.

SDG focus	Suggested activity	Proposed indicator
1 No Poverty; 10 Reduced Inequalities	Scholarships, access pathways and community livelihoods.	Underserved learner retention/completion; participating household income change.
2 Zero Hunger	Food security and sustainable agriculture with local growers.	Farmers adopting practices; post-harvest loss or value-chain income change.
3 Good Health and Well-being	Community health, aging-society services and student mental health.	People reached; referrals completed; change in selected wellbeing measure.
4 Quality Education	Lifelong learning, teacher development and inclusive resources.	Learner completion/competency gains; teachers applying methods.
5 Gender Equality	Gender-responsive leadership, safety, curriculum and research.	Gender representation; safety cases resolved under protocol.
8 Decent Work and Economic Growth	CWIE, entrepreneurship and local enterprise support.	Graduate job quality; startups sustained; jobs or revenue supported.
9 Industry, Innovation and Infrastructure	Applied research, technology transfer and IP.	Solutions adopted; IP/commercialization; partners applying technology.
11 Sustainable Cities and Communities	Cultural heritage, tourism and learning-city initiatives.	Heritage conserved; tourism income retained locally; accessible spaces.
12 Responsible Consumption and Production	BCG, circular products, procurement and waste reduction.	Waste reused/diverted; circular products; sustainable procurement share.
13 Climate Action	Climate literacy, risk mapping and community adaptation.	Communities with risk plans; people trained; measures maintained.
15 Life on Land	Biodiversity, forests and watershed management.	Sites under stewardship; restoration survival; biodiversity monitoring.
16 Peace, Justice and Strong Institutions	Ethical governance and accessible grievance channels.	Complaints resolved on time; public policies and performance evidence.
17 Partnerships for the Goals	Active local, national and international partnerships.	Partnerships with joint activities, resources and documented outcomes.

6 Implementation, Monitoring and Learning

- Translate objectives into annual faculty and unit action plans with accountable owners and budgets.
- Use the five-year targets above as institutional targets; confirm definitions, baselines, data owners and reporting frequency.
- For SDG activities, retain policy, project, participation, output, outcome and partner evidence.
- Review performance annually and record variance, causes, corrective action and approved target changes.
- Use community feedback and beneficiary outcomes to decide whether to continue, adapt or scale interventions.
- Publish an annual strategic and SDG performance summary with methods and data limitations.

Indicator Notes

Annual target sequences are rendered from the supplied plan for selected indicators. Indicators that the source presents as stages or that require operational definitions should be confirmed by the responsible unit. The supplementary SDG indicators are proposed, without numeric targets pending baseline and approval. Mapping to SDGs is a planning crosswalk and does not itself demonstrate impact.

Appendix SDG Crosswalk

Strategic pillar	SDGs
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Source basis: Strategic Development Plan of Uttaradit Rajabhat University, Fiscal Years 2027–2031, supplied PDF. English edition and supplementary SDG framework prepared from the supplied plan.