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**รายงานผลการประเมินตนเอง**

**Self-Assessment Report (SAR)**

**ตามเกณฑ์ EdPEx**

**คณะ...........................................................**

**มหาวิทยาลัยเทคโนโลยีราชมงคลธัญบุรี**

**ประจำปีการศึกษา ......................**

**วันที่รายงาน ...............................**

 **คำนำ**

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**สารบัญ**

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คำนำ ก

สารบัญ ข

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**สารบัญตาราง**

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**ตัวย่อและคำอธิบาย**

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**โครงร่างองค์กร**

**P.1 ลักษณะองค์กร**

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**ก.สภาพแวดล้อมขององค์กร**

**(1) การจัดการศึกษา วิจัย และบริการทางการศึกษาอื่น ๆ**

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**(2) พันธกิจ วิสัยทัศน์ ค่านิยม และวัฒนธรรม**

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**(3) ลักษณะโดยรวมของบุคลากร**

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**(4) สินทรัพย์**

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**(5) สภาวะแวดล้อมด้านกฎระเบียบข้อบังคับ**

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**ข.ความสัมพันธ์ระดับองค์กร**

**(1) โครงสร้างองค์กร**

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**(2) ผู้เรียน ลูกค้ากลุ่มอื่น และผู้มีส่วนได้ส่วนเสีย**

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**(3) ผู้ส่งมอบ คู่ความร่วมมือที่เป็นทางการและไม่เป็นทางการ**

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**P.2 สถานการณ์ขององค์กร สถานการณ์เชิงกลยุทธ์ขององค์กร**

**ก. สภาพแวดล้อมด้านการแข่งขัน**

**(1) ตำแหน่งในการแข่งขัน**

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**(2) การเปลี่ยนแปลงความสามารถในการแข่งขัน**

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**(3) แหล่งข้อมูลเชิงเปรียบเทียบ**

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**ข. บริบทเชิงกลยุทธ์**

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**ค. ระบบการปรับปรุงผลการดำเนินการ**

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**หมวดที่ 1 การนำองค์กร**

* 1. **การนำองค์กรโดยผู้นำระดับสูง**

**ก. พันธกิจ วิสัยทัศน์และค่านิยม**

**(1) กำหนด พันธกิจ วิสัยทัศน์และค่านิยม**

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**(2) การส่งเสริมการประพฤติปฏิบัติตามกฎหมายและอย่างมีจริยธรรม**

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**ข. การสื่อสาร**

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**ค. การมุ่งเน้นผลการดำเนินการของสถาบัน**

**(1) การสร้างสภาพแวดล้อมเพื่อความสำเร็จ**

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**(2) การทำให้เกิดการปฏิบัติอย่างจริงจัง**

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**ก. การกำกับดูแลองค์กร**

**(1) ระบบการกำกับดูแลองค์กร**

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**(2) การประเมินผลการดำเนินการ**

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**(3) ผลการดำเนินการของสถาบัน**

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**ข. การประพฤติปฏิบัติตามกฎหมายและอย่างมีจริยธรรม**

**(1) การปฏิบัติตามกฎหมาย กฎระเบียบ และการรับรองคุณภาพ**

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**(2) การประพฤติปฏิบัติอย่างมีจริยธรรม**

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**ค. การสร้างประโยชน์ให้สังคม**

**(1) ความผาสุกของสังคม**

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**(2) การสนับสนุนชุมชน**

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**หมวดที่ 2 กลยุทธ์**

* 1. **การจัดทำกลยุทธ์**

**ก. กระบวนการจัดทำกลยุทธ์**

**(1) กระบวนการวางแผนกลยุทธ์**

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**(2) การวิเคราะห์และกำหนดกลยุทธ์**

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**(3) โอกาสเชิงกลยุทธ์และโอกาสที่ผ่านการประเมินผลได้ผลเสียของความเสี่ยงอย่างรอบด้าน**

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**(4) การจัดจ้างคนภายนอก และสมรรถนะหลักของสถาบัน**

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**ข. วัตถุประสงค์เชิงกลยุทธ์**

**(1) วัตถุประสงค์เชิงกลยุทธ์ที่สำคัญ**

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**(2) การพิจารณาวัตถุประสงค์เชิงกลยุทธ์**

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**2.2 การนำกลยุทธ์ไปปฏิบัติ**

**ก. การจัดทำแผนปฏิบัติการและการถ่ายทอดสู่การปฏิบัติ**

**(1) แผนปฏิบัติการ**

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 **(2) การนำแผนปฏิบัติการไปใช้**

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**(3) การจัดสรรทรัพยากร**

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**(4) แผนด้านบุคลากร**

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**(5) ตัววัดผลการดำเนินการ**

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**(6) การคาดการณ์ผลการดำเนินการ**

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**ข. การปรับเปลี่ยนแผนปฏิบัติการ**

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**หมวดที่ 3 ลูกค้า**

**3.1 ความคาดหวังของลูกค้า**

**ก. การรับฟังผู้เรียนและลูกค้ากลุ่มอื่น**

**(1) ผู้เรียนและลูกค้ากลุ่มอื่นที่มีอยู่ในปัจจุบัน**

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**(2) ผู้เรียนและลูกค้ากลุ่มอื่นที่พึงมี**

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**ข. การจำแนกกลุ่มผู้เรียนและลูกค้ากลุ่มอื่น และการจัดหลักสูตรและบริการฯ**

**(1) การจำแนกกลุ่มผู้เรียนและลูกค้ากลุ่มอื่น**

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**(2) การจัดหลักสูตรและบริการฯ**

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**3.2 ความผูกพันของลูกค้า**

**ก. ประสบการณ์ของผู้เรียนและลูกค้ากลุ่มอื่น**

**(1) การจัดการความสัมพันธ์**

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**(2) การเข้าถึงและการสนับสนุนผู้เรียนและลูกค้ากลุ่มอื่น**

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**(3) การจัดการข้อร้องเรียน**

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**(4) การปฏิบัติอย่างเป็นธรรม**

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**ข. การค้นหาความพึงพอใจ ความไม่พึงพอใจและความผูกพันของผู้เรียนและลูกค้ากลุ่มอื่น**

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**หมวดที่ 4 การวัด การวิเคราะห์ และการจัดการความรู้**

**4.1 การวัด การวิเคราะห์ และการปรับปรุงผลการดำเนินการของสถาบัน**

**ก. การวัดผลการดำเนินการ**

**(1) ตัววัดผลการดำเนินการ**

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**(2) ข้อมูลเชิงเปรียบเทียบ**

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**ข. การวิเคราะห์ ทบทวนและปรับปรุงผลการดำเนินการ**

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**(1) สถาบันมีวิธีการอย่างไรในการวิเคราะห์และทบทวนผลการดำเนินการและขีดความสามารถของ**

 **สถาบัน**

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**(2) สถาบันมีวิธีการอย่างไรในการนำผลการทบทวนผลการดำเนินการไปใช้จัดลำดับตามความสำคัญของเรื่องที่ต้องนำไปปรับปรุงอย่างต่อเนื่อง และระบุโอกาสในการสร้างนวัตกรรม**

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**4.2 การจัดการสารสนเทศ และการจัดการความรู้**

**ก. ข้อมูล และสารสนเทศ**

**(1) คุณภาพ**

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**(2) ความพร้อมใช้**

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**(3) ความปลอดภัยบนโลกไซเบอร์**

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**ข. ความรู้ของสถาบัน**

**(1) การจัดการความรู้**

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**(2) วิธีปฏิบัติที่เป็นเลิศ**

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**(3) การมุ่งสร้างนวัตกรรม**

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**หมวดที่ 5 บุคลากร**

**5.1 สภาพแวดล้อมด้านบุคลากร**

**ก. ขีดความสามารถอัตรากำลังบุคลากร**

**(1) ความจำเป็นด้านขีดความสามารถและอัตรากำลัง**

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**(2) บุคลากรใหม่**

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**(4) การทำงานให้บรรลุผล**

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**ข. บรรยากาศการทำงานของบุคลากร**

**(1) สภาวะแวดล้อมการทำงาน**

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**(2) นโยบาย และสิทธิประโยชน์สำหรับบุคลากร**

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**5.2 ความผูกพันของบุคลากร**

**ก. การประเมินความผูกพันของบุคลากร**

**(1) ปัจจัยขับเคลื่อนความผูกพัน**

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**(2) การประเมินความผูกพัน**

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**ข. วัฒนธรรมองค์กร**

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**ค. การจัดการผลการปฏิบัติงานและการพัฒนา**

**(1) การจัดการผลการปฏิบัติงาน**

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**(2) การพัฒนาผลการปฏิบัติงาน**

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**(3) การพัฒนาอาชีพการงานและการวางแผนการสืบทอดตำแหน่ง**

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**(4) ความเสมอภาคและการให้เข้ามามีส่วนร่วม**

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**หมวดที่ 6 การปฏิบัติการ**

**6.1 กระบวนการทำงาน**

**ก. การออกแบบหลักสูตรและบริการฯ และกระบวนการ**

**(1) ข้อกำหนดหลักสูตรและบริการฯ**

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**(2) การออกแบบหลักสูตรและบริการฯ**

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**(3) ข้อกำหนดของกระบวนการ**

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**(4) การออกแบบกระบวนการ**

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**ข. การจัดการและปรับปรุงกระบวนการ**

**(1) การนำกระบวนการไปสู่การปฏิบัติ**

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**(2) การปรับปรุงกระบวนการ**

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**6.2 ประสิทธิผลของการปฏิบัติงาน**

**ก. ประสิทธิภาพและประสิทธิผลของการปฏิบัติงาน**

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**ข. การจัดการเครือข่ายอุปทาน**

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**ค. ความปลอดภัย ความต่อเนื่องของธุรกิจ ความสามารถในการฟื้นตัวอย่างรวดเร็วและ
 การบริหารความเสี่ยง**

**(1) ความปลอดภัย**

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**(2) ความต่อเนื่องทางธุรกิจและความสามารถในการฟื้นตัวอย่างรวดเร็ว**

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**(3) การบริหารความเสี่ยง**

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**หมวดที่ 7 ผลลัพธ์**

**(นำเสนอเป็นตาราง หรือ แผนภูมิ)**

**7.1 ผลลัพธ์ด้านการเรียนรู้ของผู้เรียน และด้านกระบวนการ**

**ก. ผลลัพธ์ด้านการเรียนรู้ของผู้เรียนและด้านบริการที่มุ่งเน้นลูกค้า**

**ข. ผลลัพธ์ด้านประสิทธิผลของกระบวนการทำงาน**

**(1) ประสิทธิภาพและประสิทธิผลของกระบวนการ**

**(2) ความปลอดภัยและการเตรียมพร้อมต่อภาวะฉุกเฉิน**

**ค. ผลลัพธ์ด้านการจัดการเครือข่ายอุปทาน**

**7.2 ผลลัพธ์ด้านลูกค้า**

**ก. ผลลัพธ์ด้านการมุ่งเน้นผู้เรียนและลูกค้ากลุ่มอื่น**

**(1) ความพึงพอใจของผู้เรียนและลูกค้ากลุ่มอื่น**

**(2) ความผูกพันของผู้เรียนและลูกค้ากลุ่มอื่น**

**7.3 ผลลัพธ์บุคลากร**

**ก. ผลลัพธ์ด้านการมุ่งเน้นบุคลากร**

**(1) ขีดความสามารถและอัตรากำลังบุคลากร**

**(2) บรรยากาศการทำงาน**

**(3) ความผูกพันของบุคลากร**

**(4) การพัฒนาบุคลากร**

**7.4 ผลลัพธ์ด้านการนำองค์กรและการกำกับดูแลองค์กร**

**ก. ผลลัพธ์ด้านการนำองค์กร การกำกับดูแลองค์กร กฎหมาย จริยธรรม และการสร้างประโยชน์ให้สังคม**

**(1) การนำองค์กร**

**(2) การกำกับดูแลองค์กร**

**(3) กฎหมาย กฎระเบียบข้อบังคับ และการรับรองคุณภาพ
(4) จริยธรรม
(5) สังคม**

**7.5 ผลลัพธ์ด้านงบประมาณ การเงิน ตลาด และกลยุทธ์**

**ก. ผลลัพธ์ด้านงบประมาณ การเงิน และตลาด**

**(1) ผลการดำเนินการด้านงบประมาณและการเงิน**

**(2) ผลการดำเนินการด้านตลาด**

**ข. ผลลัพธ์ด้านการนำกลยุทธ์ไปปฏิบัติและด้านนวัตกรรม**

**หมวด 7 ผลลัพธ์ (Results)**

| **หัวข้อ** | **ชื่อตัววัด** | **หน่วยวัด** | **ปีการศึกษา** | **เป้าหมาย 2566** | **หมายเหตุ** |
| --- | --- | --- | --- | --- | --- |
| **2564** | **2565** | **2566** |
| **7.1 ผลลัพธ์ด้านการเรียนรู้ของผู้เรียน และด้านกระบวนการ (Student Learning and Process Results)** |
|  | **ก. ผลลัพธ์ด้านการเรียนรู้ของผู้เรียนและด้านบริการที่มุ่งเน้นลูกค้า (Student LEARNING and CUSTOMER-Focused Service RESULTS)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **ข. ผลลัพธ์ด้านประสิทธิผลของกระบวนการทำงาน (WORK PROCESS EFFECTIVENESS RESULTS)** |
|  | **(1) ประสิทธิภาพและประสิทธิผลของกระบวนการ** **(PROCESS EFFECTIVENESS and Efficiency)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(2) ความปลอดภัยและการเตรียมพร้อมต่อภาวะฉุกเฉิน (Safety and Emergency Preparedness)** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  | **ค. ผลลัพธ์ด้านการจัดการเครือข่ายอุปทาน** **(Supply-Network Management RESULTS)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **7.2 ผลลัพธ์ด้านลูกค้า** **(Customer Results)** |  |  |
|  | **ก. ผลลัพธ์ด้านการมุ่งเน้นผู้เรียนและลูกค้ากลุ่มอื่น (Student- and Other CUSTOMER-Focused RESULTS)** |
|  | **(1) ความพึงพอใจของผู้เรียนและลูกค้ากลุ่มอื่น (Student and Other CUSTOMER Satisfaction)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(2) ความผูกพันของผู้เรียนและลูกค้ากลุ่มอื่น** **(Student and Other CUSTOMER ENGAGEMENT)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
| **7.3 ผลลัพธ์ด้านบุคลากร (Workforce Results)** |
|  | **ก. ผลลัพธ์ด้านการมุ่งเน้นบุคลากร (WORKFORCE - Focused RESULTS)** |
|  | **(1) ขีดความสามารถและอัตรากำลังบุคลากร (WORKFORCE CAPABILITY and CAPACITY)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(2) บรรยากาศการทำงาน** **(WORKFORCE Climate)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(3) ความผูกพันของบุคลากร** **(WORKFORCE ENGAGEMENT and Retention)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(4) การพัฒนาบุคลากร** **(WORKFORCE Development)** |
|  |  |  |  |  |  |  |  |
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| **7.4 ผลลัพธ์ด้านการนำองค์กรและการกำกับดูแลองค์กร (Leadership and Governance Results)** |
|  | **ก. ผลลัพธ์ด้านการนำองค์กร การกำกับดูแลองค์กร กฎหมาย จริยธรรม และการสร้างประโยชน์ให้สังคม (Leadership, GOVERNANCE, Legal, Ethics, and Societal Contribution RESULTS)** |
|  | **(1) การนำองค์กร (Leadership)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(2) การกำกับดูแลองค์กร** **(GOVERNANCE)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(3) กฎหมาย กฎระเบียบข้อบังคับ และการรับรองคุณภาพ** **(Law, Regulation, and Accreditation)** |
|  |  |  |  |  |  |  |  |
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|  | **(4) จริยธรรม** **(Ethics)** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  | **(5) สังคม** **(Society)** |
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| **7.5 ผลลัพธ์ด้านงบประมาณ การเงิน ตลาด และกลยุทธ์ (Budgetary, Financial, Market, andStrategy Results)** |
|  | **ก. ผลลัพธ์ด้านงบประมาณ การเงิน และตลาด (Budgetary, Financial, and Market RESULTS)** |
|  | **(1) ผลการดำเนินการด้านงบประมาณและการเงิน (Budgetary and FinancialPERFORMANCE)** |
|  |  |  |  |  |  |  |  |
|  | **(2) ผลการดำเนินการด้านตลาด** **(Market PERFORMANCE)** |
|  |  |  |  |  |  |  |  |
|  | **ข. ผลลัพธ์ด้านการนำกลยุทธ์ไปปฏิบัติและด้านนวัตกรรม** **(Strategy Implementation and INNOVATION RESULTS)** |
|  |  |  |  |  |  |  |  |