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**รายงานการประเมินตนเอง**

**Self-Assessment Report (SAR)**

**ตามเกณฑ์ EdPEx**

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

**มหาวิทยาลัยนเรศวร**

**ประจำปีการศึกษา ………….**

**วันที่รายงาน ……………**

**กรรมการประเมิน**

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**คำนำ**

**สารบัญ**

โครงร่างองค์กร

**P.1** ลักษณะองค์กร

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**ก. สภาพแวดล้อมขององค์กร**

**(1) หลักสูตรและบริการทางการศึกษาอื่น ๆ ที่สำคัญตามพันธกิจ**

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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 ลูกค้ากลุ่มอื่นและผู้มีส่วนได้ส่วนเสีย**

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**(3) ผู้ส่งมอบและคู่ความร่วมมือที่เป็นทางการและไม่เป็นทางการ**

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**P.2 สภาวการณ์ของสถาบัน**

**ก. สภาพแวดล้อมด้านการแข่งขัน**

**(1) ลำดับในการแข่งขัน**

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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**

1.1 การนำองค์กรโดยผู้นำระดับสูง

ก.วิสัยทัศน์ ค่านิยมและพันธกิจ

(1) กำหนดวิสัยทัศน์และค่านิยม..................................................................................................................................................................................................

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(2) การส่งเสริมการประพฤติปฏิบัติตามกฎหมายและอย่างมีจริยธรรม

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ข. การสื่อสาร

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ค. พันธกิจและผลการดำเนินการของสถาบัน

(1) การสร้างสภาวะแวดล้อมเพื่อความสำเร็จ

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(2) การทำให้เกิดการปฏิบัติการอย่างจริงจัง

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1.2 การกำกับดูแลและการสร้างประโยชน์ให้สังคม

ก. การกำกับดูแลองค์กร

(1) ระบบการกำกับดูแลองค์กร

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(2) การประเมินผลการดำเนินการ

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ข. การประพฤติปฏิบัติตามกฎหมายและอย่างมีจริยธรรม

(1) การปฏิบัติตามกฎหมาย กฎระเบียบและการรับรองคุณภาพ

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(2) การประพฤติปฏิบัติอย่างมีจริยธรรม

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ค. ความสร้างประโยชน์ให้สังคม

(1) ความผาสุกของสังคม

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(2) การสนับสนุนชุมชน

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หมวดที่ 2 กลยุทธ์

2.1 การจัดทำกลยุทธ์

ก. กระบวนการจัดทำกลยุทธ์

(1) กระบวนการวางแผนเชิงกลยุทธ์

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(2) นวัตกรรม

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(3) การวิเคราะห์และกำหนดกลยุทธ์

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(4) ระบบงานและสมรรถนะหลัก

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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 และการกำหนดหลักสูตรและบริการ

(1) การจำแนกกลุ่มผู้เรียนและลูกค้ากลุ่มอื่น

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(2) การจัดการศึกษาและบริการ

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3.2 ความผูกพันของลูกค้า

ก. ความสัมพันธ์และการสนับสนุนผู้เรียนและกลุ่มลูกค้าอื่น ๆ

(1) การจัดการความสัมพันธ์

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(2) การเข้าถึงและการสนับสนุนนักศึกษาและลูกค้ากลุ่มอื่น

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(3) การจัดการข้อร้องเรียน

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ข. การค้นหาความพึงพอใจและความผูกพันของผู้เรียนและลูกค้ากลุ่มอื่น

(1) การพึงพอใจ ความไม่พึงพอใจและความผูกพัน

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ค. การใช้ข้อมูลเสียงของลูกค้าและตลาด

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หมวดที่ 4 การวัด การวิเคราะห์และการจัดการความรู้

4.1 การวัด วิเคราะห์ และปรับปรุงผลผลการดำเนินการของสถาบัน

ก. การวัดผลการดำเนินการ

(1) ตัววัดผลการดำเนินการ

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(2) ข้อมูลเชิงเปรียบเทียบ

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(3) ความคล่องตัวของการวัดผล

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ข. การวิเคราะห์และทบทวนผลการดำเนินการ

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ค. การปรับปรุงผลการดำเนินการ

(1) ผลการดำเนินการในอนาคต

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(2) การปรับปรุงอย่างต่อเนื่องและการสร้างนวัตกรรม

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4.2 การจัดการสารสนเทศ และการจัดการความรู้

ก. ข้อมูล และสารสนเทศ

(1) คุณภาพ

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(2) ความพร้อมใช้

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ข. ความรู้ของสถาบัน

(1) การจัดการความรู้

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(2) วิธีปฏิบัติที่เป็นเลิศ

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(3) การเรียนรู้ระดับสถาบัน

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หมวดที่ 5 บุคลากร

5.1 สภาวะแวดล้อมด้านบุคลากร

ก. ขีดความสามารถและอัตรากำลังบุคลากร

(1) ความจำเป็นด้านขีดความสามารถและอัตรากำลัง

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(2) บุคลากรใหม่

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(3) การจัดการการเปลี่ยนแปลงด้านบุคลากร

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(4) การทำงานให้บรรลุผล

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ข. บรรยากาศการทำงานของบุคลากร

(1) สภาวะแวดล้อมของการทำงาน

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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) ประสิทธิผลของการเรียนรู้และการพัฒนา

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(4) ความก้าวหน้าในอาชีพการงาน

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หมวดที่ 6 การปฏิบัติการ

6.1 กระบวนการทำงาน

ก. การออกแบบการจัดการศึกษา วิจัย บริการและตอบสนองต่อพันธกิจอื่น ๆ และกระบวนการ

(1) การจัดทำข้อกำหนดของการจัดการศึกษา วิจัย บริการและตอบสนองต่อพันธกิจอื่น ๆ และกระบวนการ

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(2) กระบวนการทำงานที่สำคัญ

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(3) แนวคิดในการออกแบบ

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ข. การจัดการและการปรับปรุงกระบวนการ

(1) การนำกระบวนการไปสู่การปฏิบัติ

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(2) กระบวนการสนับสนุน

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(3) การปรับปรุงการจัดการศึกษา วิจัย บริการและตอบสนองต่อพันธกิจอื่น ๆ และกระบวนการ

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ค. การจัดการเครือข่ายอุปทาน

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ง. การจัดการนวัตกรรม

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6.2 ประสิทธิผลของการปฏิบัติการ

ก. ประสิทธิภาพและประสิทธิผลของกระบวนการ

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ข. ความปลอดภัยและการรักษาความปลอดภัยบนโลกไซเบอร์

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ค. การเตรียมพร้อมด้านความปลอดภัยและภาวะฉุกเฉิน

(1) ความปลอดภัย

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(2) การต่อเนื่องทางธุรกิจ

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หมวดที่ 7 ผลลัพธ์

**7.1** ผลลัพธ์ด้านการเรียนรู้ของผู้เรียนและบริการที่ตอบสนองต่อลูกค้ากลุ่มอื่น และด้านกระบวนการ

ก. ผลลัพธ์ด้านการเรียนรู้ของผู้เรียนและด้านบริการที่มุ่งเน้นลูกค้า

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ข. ผลลัพธ์ด้านประสิทธิผลของกระบวนการทำงาน

(**1**) ประสิทธิภาพและประสิทธิผลของกระบวนการ

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(2) ความปลอดภัยและการเตรียมพร้อมต่อภาวะฉุกเฉิน

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ค. ผลลัพธ์ด้านการจัดการเครือข่ายอุปทาน

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**7.2** ผลลัพธ์ด้านลูกค้า

ก. ผลลัพธ์ด้านการมุ่งเน้นผู้เรียนและลูกค้ากลุ่มอื่น

(**1**) ความพึงพอใจของผู้เรียนและลูกค้ากลุ่มอื่น

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(**2**) ความผูกพันของผู้เรียนและลูกค้ากลุ่มอื่น

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**7.3** ผลลัพธ์ด้านบุคลากร

ก. ผลลัพธ์ด้านการมุ่งเน้นบุคลากร

(**1**) ขีดความสามารถและอัตรากำลังของบุคลากร

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(**2**) บรรยากาศการทำงาน

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(**3**) ความผูกพันของบุคลากร

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(**4**) การพัฒนาบุคลากร

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**7.4** ผลลัพธ์ด้านการนำองค์กรและการกำกับดูแล

ก. ผลลัพธ์ด้านการนำองค์กร การกำกับดูแลองค์กร และการสร้างประโยชน์ให้สังคม

(**1**) การนำองค์กร

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(**2**) การกำกับดูแลองค์กร

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(**3**) กฎหมาย กฎระเบียบข้อบังคับ และการรับรองคุณภาพ

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(**4**) จริยธรรม

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(**5**) สังคม

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**7.5** ผลลัพธ์ด้านงบประมาณ การเงิน ตลาดและกลยุทธ์

ก. ผลลัพธ์ด้านงบประมาณ การเงินและตลาด

(**1**) ผลการดำเนินการด้านงบประมาณและการเงิน

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(**2**) ผลการดำเนินการด้านตลาด

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ข. ผลลัพธ์ด้านการนำกลยุทธ์ไปปฏิบัติ

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ตารางสรุปผลการประเมินตนเอง ตามเกณฑ์ **EdPEx**

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| **หมวดและหัวข้อต่าง ๆ** | | | **คะแนนเต็ม** | **คะแนน**  **ประเมินตนเอง** |
| **1** | **การนำองค์กร** | | **120** |  |
| 1.1 | การนำองค์กรโดยผู้นำระดับสูง | 70 |  |
| 1.2 | การกำกับดูแลองค์กรและการสร้างประโยชน์ให้สังคม | 50 |  |
| **2** | **กลยุทธ์** | | **85** |  |
| 2.1 | การจัดทำกลยุทธ์ | 45 |  |
| 2.2 | การนำกลยุทธ์ไปปฏิบัติ | 40 |  |
| **3** | **ลูกค้า** | | **85** |  |
| 3.1 | ความคาดหวังของลูกค้า | 40 |  |
| 3.2 | ความผูกพันของลูกค้า | 45 |  |
| **4** | **การวัด การวิเคราะห์และการจัดการความรู้** | | **90** |  |
| 4.1 | การวัด การวิเคราะห์และปรับปรุงผลการดำเนินการขององค์กร | 45 |  |
| 4.2 | การจัดการสารสนเทศและการจัดการความรู้ | 45 |  |
| **5** | **บุคลากร** | | **85** |  |
| 5.1 | สภาวะแวดล้อมด้านบุคลากร | 40 |  |
| 5.2 | ความผูกพันของบุคลากร | 45 |  |
| **6** | **การปฏิบัติการ** | | **85** |  |
| 6.1 | กระบวนการทำงาน | 45 |  |
| 6.2 | ประสิทธิผลของการปฏิบัติการ | 40 |  |
| **7** | **ผลลัพธ์** | | **450** |  |
| 7.1 | ผลลัพธ์ด้านการเรียนรู้ของผู้เรียน การตอบสนองต่อลูกค้ากลุ่มอื่นและด้านกระบวนการ | 120 |  |
| 7.2 | ผลลัพธ์ด้านผู้เรียนและลูกค้ากลุ่มอื่น | 80 |  |
| 7.3 | ผลลัพธ์ด้านบุคลากร | 80 |  |
| 7.4 | ผลลัพธ์ด้านการนำองค์กรและการกำกับดูแลองค์กร | 80 |  |
| 7.5 | ผลลัพธ์ด้านงบประมาณ การเงิน ตลาดและกลยุทธ์ | 90 |  |
| **คะแนนรวม** | | | **1,000** |  |