

The Management and Economics of Distance Education:  
the Case of Sukhothai Thammathirat Open University  
Thailand

by

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A paper presented at the International Council for Distance Education,  
Thirteenth World Conference, Melbourne, Australia, 13-20 August 1985.

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## Abstract

This paper focusses on the economic aspects and managerial skills required to run an open university. It is a case study of ~~Sukhothai Thammathirat Open University (STOU)~~ and reflects the current state of affairs. It refers back to a statement of the problem in Thailand which was to seek effective and economic ways of responding to the needs of and demands for more widespread access to higher education.

The fundamental concept of open education would seem to pose enormous problems, both in terms of economics and management. At STOU the distance teaching/learning system (DTL) was selected as the most appropriate vehicle to convey education to more of the people - to a much greater part of the population - in the attempt to overcome these two specific problems.

The first section of the paper, Part I, provides details of admission and the arrangement of the courses followed by a description of the degree programmes organized around STOU's Schools, programmes and majors and the titles of the degrees which may be obtained. There are also certificate programmes and joint programmes with other agencies.

Consideration of the students themselves is also introduced in the first section. Data on the new student intake is examined and the analysis of the information about them, and their success in graduating is provided.

Part II takes up the theme of management in distance education. The first section, in essence, deals with the academic and administrative structure and refers to the organizational structure. This comprises the governing bodies - the University Council and the Academic Senate - together with their duties and responsibilities, role and function, and the supportive units, such as the Offices and academic units - the Schools, their Chairmen, their Boards of Studies, and the Academic Assessors.

The second section of Part II deals more specifically with management per se. The system functions and supportive units provide a broad overview of the operational mechanics from admission to examinations and graduation. The management of the materials production process established at STOU exemplifies the success of the planning, implementation and management of the STOU system.

Part III emphasizes the economic aspects of distance education at STOU and compares these with other institutions. A general accounting of institutional costs, the cost to the individual and society are covered.



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## PART I BACKGROUND OF THE UNIVERSITY

### 1. Background

~~The idea of establishing an open university arose from the~~ desire to democratize higher education and from the stimulus provided by the concept of life-long education. The increasing demand for higher education during the last decade has led Thailand to look for ways of responding to this demand effectively and economically.

The distance teaching/learning system was viewed as a practical means of supplementing the conventional university system. Given existing financial constraints, an open educational system with distance-teaching methods seemed to be an appropriate alternative.

Therefore, after three years of planning, Sukhothai Thammathirat Open University (STOU for short) was established by Royal Charter in September 1978. It is the first open university in Southeast Asia which uses <sup>to employ</sup> a distance teaching system to extend higher education to the people. Like other conventional state universities, Sukhothai Thammathirat Open University is under the guidance of the Ministry of University Affairs, enjoys a great degree of autonomy, and has the right to award its own degrees.

### 2. Programmes

#### 2.1 Degree programmes

Eligible for enrollment as students in the degree programme, without entrance examination, are:

- (a) those who have completed upper secondary schooling (12 years) or equivalent;
- (b) those who have completed lower secondary schooling (10 years) who have had 5 years of work experience after receiving their certificates, and who are over 20 years of age as of the 1st of July of the enrollment year;
- (c) holders of diplomas or degrees at any level, or their equivalent, from institutions of higher education as approved by the STOU Academic Senate.

STOU employs a two-semester system and allows students to earn a degree in 4-12 years. Courses are arranged in blocks to provide an integrated study of interrelated subjects. Each block is worth 6 credits. The number of credits needed for a bachelor's degree is from 132 to 144.

The degree programme offered by STOU is shown in the following table:

Table 1  
Degree Programmes by Majors

| School/Programme/Major   | Degree |
|--|--------|
| 1. School of Liberal Arts  |        |
| At present, no students of its own. Provides foundation courses for other Schools. |        |



| School/Programme/Major                  | Degree                           |
|---|----------------------------------|
| <b>2. School of Educational Studies</b> |                                  |
| 2.1 Four-Year Programme                 |                                  |
| (1) Elementary Education                | B.Ed (El.Ed.)                    |
| (2) Secondary Education                 | B.Ed (Sec.Ed.)                   |
| 2.2 Two-Year Programme                  |                                  |
| (1) Elementary Education                | B.Ed (El.Ed.)                    |
| (2) Secondary Education                 | B.Ed (Sec.Ed.)                   |
| (3) Educational Administration          | B.Ed (Ed.Ad.)                    |
| <b>3. School of Management Science</b>  |                                  |
| 3.1 Four-Year Programme                 |                                  |
| General Management                      | B.B.A. (General Management)      |
| 3.2 Two-Year Programme                  |                                  |
| (1) General Management                  | B.B.A. (General Management)      |
| (2) Construction Management             | B.B.A. (Construction Management) |
| <b>4. School of Law</b>                 |                                  |
| 4.1 Four-Year Programme                 |                                  |
| Law                                     | LL.B                             |
| 4.2 Three-Year Programme                |                                  |
| Law                                     | LL.B                             |
| <b>5. School of Economics</b>           |                                  |
| 5.1 Four-Year Programme                 |                                  |
| Economics                               | B.Econ.                          |
| 5.2 Three-Year Programme                |                                  |
| Economics                               | B.Econ.                          |

| School/Programme/Major                                   | Degree                     |
|--|----------------------------|
| 6. School of Health Science                              |                            |
| 6.1 Four-Year Programme                                  |                            |
| (1) Health Management                                    | B.P.H. (Health Management) |
| (2) Public Health  | B.P.H.                     |
| (3) Nursing  | B.N.                       |
| 7. School of Home Economics                              |                            |
| 7.1 Four-Year Programme                                  |                            |
| (1) Community Nutrition                                  | B.HE.                      |
| (2) Child and Family<br>Development                      | B.HE.                      |
| 8. School of Agricultural Extension<br>and Co-operatives |                            |
| 8.1 Four-Year Programme                                  |                            |
| (1) Agricultural Extension                               | B.AgExt. Coop.             |
| (2) Co-operatives  | B.AgExt. Coop.             |
| 8.2 Two-Year Programme                                   |                            |
| (1) Agricultural Extension                               | B.AgExt. Coop.             |
| (2) Co-operatives  | B.AgExt. Coop.             |
| 9. School of Political Science                           |                            |
| 9.1 Four-Year Programme                                  |                            |
| (1) Political Theories and<br>Techniques                 | B.A. in Pol.Sc.            |
| (2) International Relations<br>and Comparative Politics  | B.A. in Pol.Sc.            |

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School/Programme/Major

Degree

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10. School of Communication Arts

10.1 Four-Year Programme

Communication Arts

B. Comm. Arts

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10.2 Three-Year Programme

Communication Arts

B. Comm. Arts

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## 2.2 Certificate Programme

The University has co-operated with various agencies in setting up short courses and programmes for personnel development for the respective agencies, using the distance teaching system. At present, the University offers the following certificate programmes:

|   |         |
|---|---------|
| (1) Certificate in Basic Home Economics                     | 1 Year  |
| (2) Certificate in Land and Property Law                    | 2 Years |
| (3) Certificate in Village Administration                   | 1 Year  |
| (4) Diploma in Government Administration                    | 1 Year  |
| (5) Certificate in English for Specific Professions         | 1 Year  |
| (6) Certificate in Teaching                                 | 1 Year  |
| (7) Certificate in Agricultural Extension and Co-operatives | 1 Year  |

## 2.3 Certificate of Achievement Programme

Besides offering courses in the various Schools to students in degree and certificate programmes, STOU also offers courses to students in a non-degree programme. This is called the Certificate of Achievement programme. Students are allowed to study one course per semester. The University allows them to take any course without stipulating any background requirements whatsoever.

Students in this programme use exactly the same materials and sit for the same examination as regular students. Upon successfully completing a particular course, they will receive a Certificate of Achievement for that course.



A special feature of this programme is that it makes university courses available to anybody who wants to study. No educational qualifications are required to enroll in the programme. Candidates require only to be literate. Thus the programme is popular with adult working people for their personal and professional development. Anyone can enroll as a student in the course while they are in employment. By using multi-media, the programme can manage a large number of students throughout the country. By the end of Academic Year 1983, there were 5,298 students in this programme.

#### 2.4 Associate Student Programme

This is one kind of joint-programme STOU has which is popular with other agencies. The programme aims at the career development of working people. Students in this programme are called Associate Students. They take courses in the same way as regular students. The difference is that students are not pursuing courses of study for degrees. They need only grade reports at the end of the semester. At present, the University has this joint-programme with the Bangkok Bank and the Bank of Agriculture and Co-operatives. This year (1985), about 1,651 employees of the Bank of Agriculture and Co-operatives and 30 from Bangkok Bank enrolled in the programme.

### 3. Students and Graduates

#### 3.1 New Students

Since the beginning, STOU has enrolled about 360,000 students. ~~This Academic Year (1985), the University has admitted~~ a new intake of 83,456 students. The three most popular schools are the School of Management Science, the School of Educational Studies, and the School of Law. About 75% of the new intake is enrolled in these three schools, as shown in Table 2.

Table 2 Distribution of New Students by School

| School  | 1980-1981<br>Number | 1982<br>Number     | 1983<br>Number     | 1984<br>Number     | 1985*<br>Number    |
|---|---------------------|--------------------|--------------------|--------------------|--------------------|
| 1. Management Science                           | 6,805<br>(8.3)      | 16,225<br>(23.32)  | 11,163<br>(22.28)  | 23,839<br>(28.03)  | 25,263<br>(30.27)  |
| 2. Educational Studies                          | 75,334<br>(91.7)    | 10,328<br>(14.85)  | 12,063<br>(24.07)  | 20,421<br>(24.01)  | 17,310<br>(20.74)  |
| 3. Law  | -                   | 29,827<br>(42.88)  | 14,913<br>(29.76)  | 18,792<br>(22.10)  | 16,201<br>(19.41)  |
| 4. Home Economics                               | -                   | 2,287<br>(3.29)    | 2,353<br>(4.70)    | 3,006<br>(3.53)    | 3,976<br>(4.77)    |
| 5. Communication Arts                           | -                   | -                  | -                  | 4,102<br>(4.83)    | 5,585<br>(6.69)    |
| 6. Political Science                            | -                   | -                  | 3,731<br>(7.45)    | 4,688<br>(5.51)    | 4,118<br>(4.94)    |
| 7. Health Science                               | -                   | 3,985<br>(5.73)    | 2,061<br>(4.11)    | 4,401<br>(5.18)    | 4,743<br>(5.68)    |
| 8. Liberal Arts                                 | -                   | -                  | -                  | -                  | 948<br>(1.14)      |
| 9. Economics                                    | -                   | 1,553<br>(2.23)    | 1,932<br>(3.86)    | 2,786<br>(3.28)    | 1,938<br>(2.32)    |
| 10. Agricultural Extension<br>And Co-operatives | -                   | 5,356<br>(7.70)    | 1,896<br>(3.78)    | 3,006<br>(3.53)    | 3,374<br>(4.04)    |
| Total   | 82,139<br>(100.00)  | 69,561<br>(100.00) | 50,112<br>(100.00) | 85,041<br>(100.00) | 83,456<br>(100.00) |

\* As of June 20, 1985

Sources : Enrollments, for Academic Years 1980-1981, 1982, 1983, 1984

### 3.2 Total Enrollments

Enrollments in each semester vary. Normally the number of students enrolled in the first semester is greater than in the second. In the first semester of Academic Year 1985, there were 168,104 students, as shown in Table 3.

Table 3  
Enrollment by School  
First Semester, 1985\*

| School  | Number  | Percent |
|---|---------|---------|
| 1. Management Science                           | 46,689  | 26.93   |
| 2. Educational Studies                          | 41,125  | 23.72   |
| 3. Law  | 41,274  | 23.81   |
| 4. Home Economics                               | 6,874   | 3.97    |
| 5. Communication Arts                           | 7,628   | 4.40    |
| 6. Political Science                            | 7,761   | 4.47    |
| 7. Health Science                               | 10,100  | 5.83    |
| 8. Liberal Arts                                 | 948     | 0.55    |
| 9. Economics                                    | 3,934   | 2.27    |
| 10. Agricultural Extension and<br>Co-operatives | 7,017   | 4.05    |
| Total   | 173,350 | 100     |

\*As of June 20, 1985



### 3.3 Graduates

In 1982, students in the two-year programmes admitted for the first time in 1980-1981 comprised the first batch of graduates. There were 9,594 graduates in this year. In 1983, there were 17,236 graduates from four Schools: Educational Studies, Management Science, Home Economics, and Agricultural Extension and Co-operatives. In 1984, there were about 20,000 graduates from these four Schools and the School of Law and School of Health Science. Table 4 shows the numbers of graduates from the first and second batches of students.

Table 4  
Numbers of Graduates - First and Second Batches

| School/Programme                            | 1982         |               | 1983          |               |
|---|--------------|---------------|---------------|---------------|
|   | Number       | %             | Number        | %             |
| Educational Studies                         | 8,217        | 85.65         | 14,527        | 84.28         |
| Elementary Education                        | 3,026        | 31.54         | 6,604         | 38.31         |
| Secondary Education                         | 2,640        | 27.52         | 3,551         | 20.60         |
| Educational Administration                  | 2,551        | 26.59         | 4,372         | 25.37         |
| Management Science                          | 1,377        | 14.35         | 1,956         | 11.35         |
| Construction Management                     | 1,377        | 14.35         | 1,076         | 6.24          |
| Business Administration                     | -            | -             | 880           | 5.11          |
| Home Economics                              | -            | -             | 250           | 1.45          |
| Community Nutrition                         | -            | -             | 250           | 1.45          |
| Agricultural Extension and<br>Co-operatives | -            | -             | 503           | 2.92          |
| Agricultural Extension                      | -            | -             | 481           | 2.79          |
| Co-operatives                               | -            | -             | 22            | 0.13          |
| <b>Total</b>                                | <b>9,594</b> | <b>100.00</b> | <b>17,236</b> | <b>100.00</b> |

## PART II THE MANAGEMENT OF DISTANCE EDUCATION

### 1. Organizational Structure

#### 1.1 Governing bodies

##### 1.1.1 The University Council

The University Council is the supreme governing body of the University. As stipulated in the Sukhothai Thammathirat Open University Act B.E. 2521 (1978), the University Council consists of the following members:

The Chairman of the University Council to be appointed by the King

#### Ex Officio Members (6)

- The Permanent Secretary of State for University Affairs or representative
- The Director-General of the Post and Telegraph Department or representative
- The Director of the Mass Communications Organization of Thailand or representative
- The General Manager of the Communications Authority of Thailand or representative
- The Rector of Sukhothai Thammathirat Open University

#### Academic Members (1)

Representatives of the Academic Senate of the University elected by the Academic Senate

#### Distinguished Members (4-9)

Not less than four but not more than nine distinguished outsiders to be appointed by the King

The University Council elects one member as a Vice-Chairman. The Council, upon the advice of the Rector, appoints a Vice-Rector as Secretary.

The University Council has the following powers and duties :

(1) to lay down the policy of the University relating to education, research, public service, and cultural preservation;

(2) to issue rules and regulations of the University;

(3) to approve the granting and conferring of degrees, diplomas and certificates;

(4) to consider the establishment, dissolution, merger, and abolition of the Offices, Institutes, Schools, as the case may be;

(5) to approve the affiliation of higher education institutions;

(6) to consider the appointment and dismissal of the Rector and Professors;

(7) to approve the appointment and dismissal of Vice-Rectors, Director of an Institute, Director of an Office, Deputy-Director of an Institute, Deputy-Director of an Office, Associate Professors and Assistant Professors;

(8) to issue rules relating to finance and properties of the University;

(9) to appoint a committee to carry out any matter as entrusted to it by the University Council; and

(10) to carry out other duties relating to University affairs which have not been specifically entrusted to any particular person.

### 1.1.2 The Academic Senate

The Academic Senate is the internal body responsible for the academic affairs of the University. Members consist of the following:

#### Chairman

The Rector is the Chairman of the Academic Senate

#### Ex Officio

- Chairman, School of Home Economics
- Chairman, School of Law
- Chairman, School of Communication Arts
- Chairman, School of Political Science
- Chairman, School of Management Science
- Chairman, School of Health Science
- Chairman, School of Liberal Arts
- Chairman, School of Educational Studies
- Chairman, School of Economics
- Chairman, School of Agricultural Extension and Co-operatives
- Director, Office of Educational Technology
- Director, Office of Educational Services
- Director, Office of Academic Affairs
- Director, Office of Registration, Records and Evaluation

Academic staff members holding the rank of professorship are also ex-officio members of the Academic Senate.



### Elected Members

The following members are elected by the academic staff of each school. They hold office for a term of two years but may be re-elected.

|                                  |   |
|----------------------------------|---|
| <del>-----</del> Representative, | <del>School of Home Economics</del>                   |
| - Representative,                | School of Law   |
| - Representative,                | School of Communication Arts                          |
| - Representative,                | School of Political Science                           |
| - Representative,                | School of Management Science                          |
| - Representative,                | School of Health Science                              |
| - Representative,                | School of Liberal Arts                                |
| - Representative,                | School of Educational Studies                         |
| - Representative,                | School of Economics                                   |
| - Representative,                | School of Agricultural Extension<br>and Co-operatives |

Secretary The Vice-Rector for Academic Affairs serves as the Secretary of the Senate.

The Academic Senate has the following powers and duties:

- (1) to consider and prescribe curricula, teaching, and evaluation;
- (2) to propose the granting and conferring of degrees, diplomas and certificates;
- (3) to propose the establishment, merger and abolition of Institutes, Offices, and Schools;
- (4) to consider the affiliation of higher education institutions;
- (5) to propose the appointment of distinguished members of the University Council;

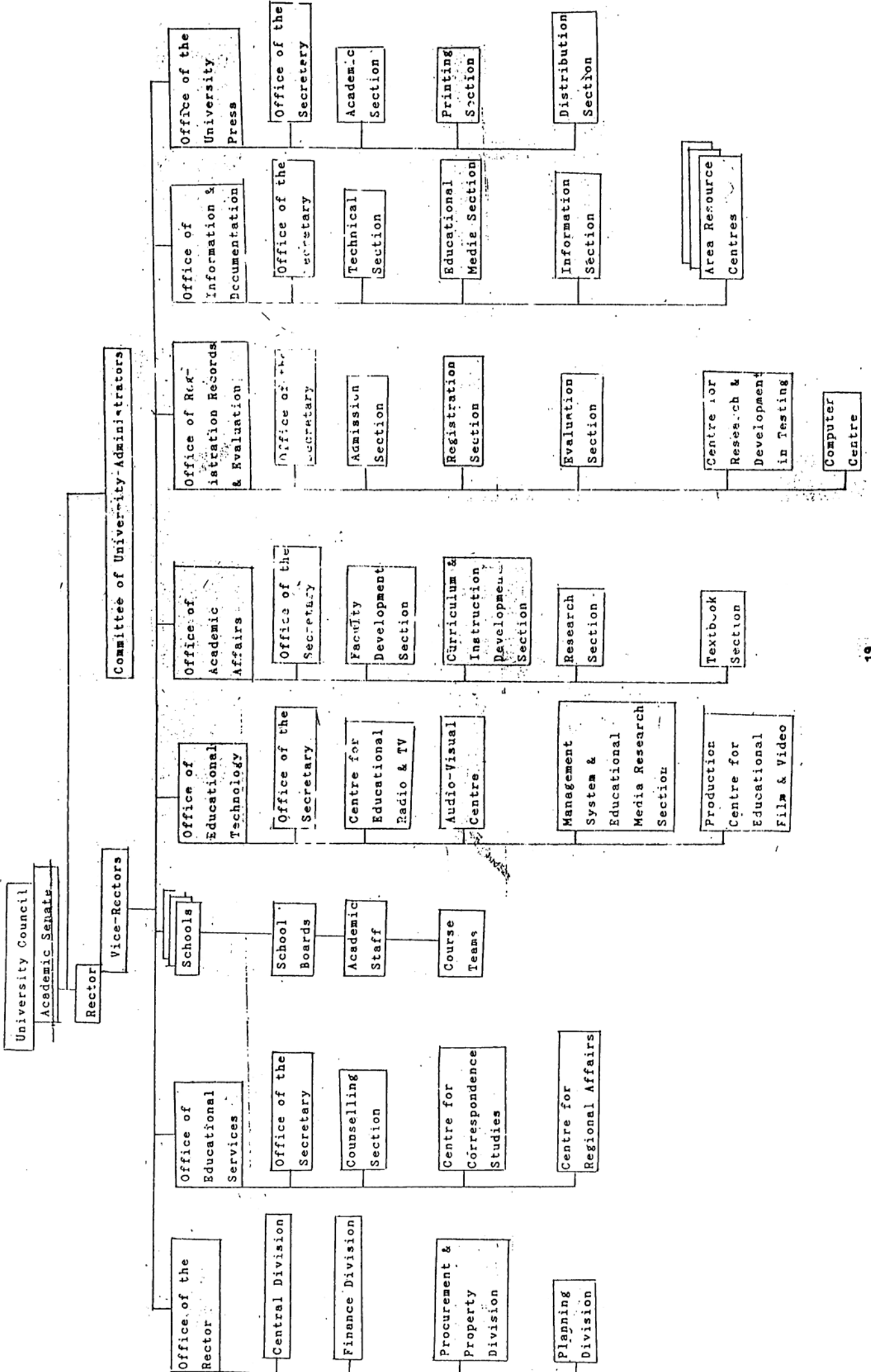
(6) to consider the appointment and dismissal of Professors, Associate Professors and Assistant Professors;

(7) to find ways and means to improve and develop the teaching, research, and public services of the University;

.....(8) to advise the University Council on academic matters; and

(9) to appoint a committee to carry out any matter as entrusted to it by the Senate.

The University Council and the Academic Senate are the governing bodies of the University and are presented in Chart 1.



These two governing bodies are typical in higher education institutions in many other countries, whereas in Thailand, the Academic Senate appears only on the organizational chart of STOU. Having two governing bodies facilitates decision-making. The University Council is concerned with general policy-making while the Senate is more concerned with curriculum and instruction. The appointment of Course Team Committees, which is unique to distance education, is effectively made by the Academic Senate.

#### 1.2 Supportive Units.

There are at present seven Offices providing administrative and technical support for the operation of the University. They are:

- (1) Office of the Rector
- (2) Office of Educational Services
- (3) Office of Educational Technology
- (4) Office of Academic Affairs
- (5) Office of Registration, Records and Evaluation
- (6) Office of the University Press
- (7) Office of Information and Documentation

The responsibilities and duties of these offices are as follows.

(1) The Office of the Rector is responsible for record-keeping, public relations, buildings and grounds, finance, personnel administration, planning, and the purchase and maintenance of supplies.

(2) The Office of Educational Services is responsible for providing educational and vocational counselling and guidance to students, organizing tutorials, sending educational materials to students, and co-ordinating STOU study centres throughout the country.

(3) The Office of Educational Technology is responsible for producing supporting media such as radio and television programmes, films, audio and videotapes.

(4) The Office of Academic Affairs is responsible for administrative and academic work assigned to it by the Academic Senate and the Board of each School. It is also responsible for supporting research of the academic staff, translating and selecting books and texts for printing and distribution, and setting up staff training programmes.

(5) The Office of Registration, Records and Evaluation is responsible for admitting students, registration, keeping student records, supervising examinations, conducting research and developing test instruments.

(6) The Office of the University Press is responsible for all types of printed matter, including books, texts, and workbooks.

(7) The Office of Information and Documentation is responsible for providing books and documents for staff and students, providing educational materials for STOU Corners, and co-ordinating Area Resource Centres throughout the country.

### 1.3 Academic Units

STOU does not follow the traditional practice of organizing a university into faculties and departments. It consists of major Study Areas or Schools. Each School has a Board of Studies. ~~The Board of Studies consists of the Chairman who is the Dean of the~~ School and 3-7 members elected by the full-time staff of that School. The Chairman and the Board members hold office for four years. Each Board of Studies is in charge of all the academic and administrative matters of the School as well as other assignments entrusted to it by the University Council or the Academic Senate. At present STOU has 10 Schools:

- (1) School of Home Economics
- (2) School of Law
- (3) School of Communication Arts
- (4) School of Political Science
- (5) School of Management Science
- (6) School of Health Science
- (7) School of Liberal Arts
- (8) School of Educational Studies
- (9) School of Economics
- (10) School of Agricultural Extension and Co-operatives

STOU also has a project to establish a School of Science and Technology in the Sixth National Economic and Social Development Plan (1987-1991).

By organizing the University into Schools and having 3-7 Board members, STOU realizes the following advantages:

(1) The dividing line between Schools is reduced by promoting team work and close collaboration among staff members. This kind of co-operation is very important for the Open University.

(2) Decisions can be made quicker since decision-making is facilitated by having a small number of Board members.

(3) The Board of Studies is active since election is held every four years. Having the election helps assure representation of academic staff interests in decision-making.

In addition to the Board of Studies each School has some 5-11 Academic Assessors to advise on academic standards, curriculum development, instruction, evaluation and educational services.

Apart from their advisory capacity, Academic Assessors will also serve as the University's external examiners.

Academic Assessors are appointed from those considered outstanding in the academic community.

## PART II THE MANAGEMENT OF DISTANCE EDUCATION

### 2. The Management

The management of distance education at STOU can be conceptualized as consisting of the following systems: admission and registration, production, delivery, instruction, examination, and administration. Table 5 illustrates system functions and supportive units to carry out respective functions.

Table 5  
System Functions and Supportive Units

|                                   |   |
|-----------------------------------|---|
| Admission and Registration System | Office of Registration, Records and Evaluation <ul style="list-style-type: none"> <li>- admitting students</li> <li>- registration</li> <li>- record-keeping</li> </ul>   |
| Production System                 | Office of Academic Affairs <ul style="list-style-type: none"> <li>- preparing manuscripts for course teams</li> <li>- providing training for outside writers</li> <li>- organizing workshops for course writers</li> </ul> Office of Educational Technology <ul style="list-style-type: none"> <li>- producing radio programmes</li> <li>- producing television programmes</li> </ul> |



|                           |   |
|---------------------------|---|
|                           | <ul style="list-style-type: none"> <li>- preparing films, audio and videotapes</li> </ul> <p>Office of the University Press</p> <ul style="list-style-type: none"> <li>- printing textbooks and workbooks</li> <li>- printing examination papers</li> </ul>   |
| <p>Delivery System</p>    | <p>Office of Educational Services</p> <ul style="list-style-type: none"> <li>- sending materials to students</li> </ul>   |
| <p>Instruction System</p> | <p>Office of Educational Services</p> <ul style="list-style-type: none"> <li>- organizing tutorials</li> <li>- co-ordinating study centres</li> <li>- providing counselling and guidance</li> <li>- co-ordinating student clubs and associations</li> </ul> <p>Office of Academic Affairs</p> <ul style="list-style-type: none"> <li>- organizing professional experience workshops</li> <li>- organizing enrichment programmes for graduates</li> </ul> <p>Office of Information and Documentation</p> <ul style="list-style-type: none"> <li>- sending materials to STOU corners</li> <li>- providing library services to students</li> <li>- co-ordinating resource centres</li> </ul> |

|                              |   |
|------------------------------|---|
| <p>Examination System</p>    | <p>Office of Registration, Records and Evaluation</p> <ul style="list-style-type: none"> <li>- supervising exams</li> <li>- <del>developing test instruments</del></li> </ul>   |
|                              | <ul style="list-style-type: none"> <li>- organizing workshops for exam writers</li> </ul>   |
| <p>Administration System</p> | <p>Office of the Rector</p> <ul style="list-style-type: none"> <li>- record-keeping</li> <li>- public relations</li> <li>- finance</li> <li>- personnel</li> <li>- planning</li> <li>- <del>materials and supplies</del></li> </ul> |

2.1 Admission and Registration System

STOU admits students once a year. Normally the University opens for admission from January to April. Information and application forms are made available from January to March. During the period February to April, prospective students fill in application forms and mail them to the University. Enclosed together with their applications are postal money orders for tuition fees and course materials. Those who meet admission requirements are admitted without entrance examination.

2.2 Production System

Courses offered by STOU are arranged in blocks to provide an integrated study of interrelated subjects. Each course block is worth 6 credits. A student must take at least 1 course (6 credits) but not more than 3 courses (18 credits) per semester. A four-year

programme leading to a bachelor's degree requires 22-24 courses (132 to 144 credits).

Since opening, STOU has produced 243 new courses. The number of new courses produced for each semester is presented in Table 6

Table 6  
Number of New Courses,  
Produced between 1980-1985

| Academic Year | 1st Semester | 2nd Semester | Total |
|---------------|--------------|--------------|-------|
| 1980-1981     | 9            | 12           | 21    |
| 1982          | 22           | 30           | 52    |
| 1983          | 23           | 33           | 56    |
| 1984          | 29           | 35           | 64    |
| 1985          | 21           | 29           | 50    |
| All totals    | 104          | 139          | 243   |

To produce course materials, STOU uses a team approach by setting up a course team. Up to 1985, STOU has appointed 243 such course teams to produce course materials.

- The course team consists of five categories of specialists:
- (1) Subject or content specialists (not more than 7 persons)
  - (2) Media specialist (1 person)
  - (3) Evaluation specialist (1 person)
  - ~~(4) An editor~~
  - (5) A secretary

Course team members may be assigned additional tasks as editor or secretary. Experts from outside organizations and staff members of other universities whose academic achievements have been outstanding are invited to be course team members and co-writers. About 1000 qualified outsiders have served as course producers. STOU organizes an intensive workshop for them before they start writing course materials.

There are two important components in the infrastructure of the production system: one is the Educational Broadcasting Production Centre and the other is the Office of the University Press.

The Educational Broadcasting Production Centre was donated by the Government of Japan. It is a building equipped with modern production equipment. The construction started in December 1982 and was completed in February 1984. The Centre comprises 3 television programme production studios and 6 radio programme production studios together with a wide variety of other useful facilities. It is capable of producing approximately 10,000 radio programmes and 2,000 television programmes per year.

The Office of the University Press is the other important element in the infrastructure for the production of printed materials. The University is using its own revenue for the construction of the building - 5,169 square metres - and providing printing machines. The building will be completed by the end of 1986. At present the University has its own small print shop and relies on about 30-40 local printers outside the University for the printing of course materials.

As shown in Table 5, three offices are responsible for course production: The Office of Academic Affairs, the Office of Educational Technology, and the Office of Printing. The management of the production system requires a great deal of planning and co-ordination among these three offices.

### 2.3 Delivery System

STOU students are spread throughout the country. All instructional materials are sent to students by mail. As shown in Table 7, a large number of copies and packages are mailed to students each semester.

Table 7  
Quantities of Materials Mailed to Students, 1983

| Types of Material          | 1st Semester | 2nd Semester       |
|----------------------------|--------------|--------------------|
| 1. Registration materials  | 96,265       | 157,945 (copies)   |
| 2. Examination handbooks   | 151,335      | 127,903 (copies)   |
| 3. Broadcasting schedules  | 153,046      | 156,548 (copies)   |
| 4. Newsletters             | 960,000      | 822,208 (copies)   |
| 5. Instructional materials | 405,188      | 350,221 (packages) |

Table 7 shows only the major items. There are other materials such as application forms and information booklets which are sent by mail. This poses a problem to postal services. To solve the problem, STOU works closely with the Communications Authority of Thailand. Successful operation of the delivery system requires planning, communication, co-ordination and co-operation.

The Office of Educational Services is in charge of the delivery system. At present, STOU is renting a warehouse for the storing and packaging of materials. The University is now building its own warehouse of 7,450 square metres at the campus. It will be completed by 1986. The new warehouse will be an important component in the infrastructure for effective management of the delivery system.

#### 2.4 Instruction System

Article 6 of the Sukhothai Thammathirat Open University Act B.E. 2521(1978) prescribes the methods of instruction as follows:

"The education provided by the University shall be given through correspondence, radio and television broadcasting or other media which will enable students to learn by themselves without having to attend classes".

To help students study on their own, STOU employs distance teaching methods by using the following media to impart instruction:

- (1) Main media: correspondence texts, textbooks, workbooks, radio and television broadcast handbooks, etc.;
- (2) Support media: radio and television broadcasts, including broadcasting of video-tapes, and course materials recorded on audio cassette tapes; and

- (3) tutorial and counselling sessions at various local and regional study centres throughout the country.

The management of the instruction system involves many tasks and duties. It also involves many outside agencies. It therefore needs a great deal of planning, communication, and co-ordination. The University responds to these tasks in the following ways:

#### 2.4.1 Main media

The University sends all instructional materials to students as soon as they register. All materials are sent by mail, as discussed in the delivery system.

#### 2.4.2 Support media: radio and television

STOU broadcasts radio and television programmes daily. As shown in Table 8, over 150 radio programmes of 20 minutes' duration are broadcast weekly, totalling approximately 7,800 radio programmes per year. As for the television programmes, the University has permission from the Government to broadcast 3 programmes daily from 18:30-20:00. About 1,100 television programmes are broadcast per year.

Table 8  
Radio and Television Broadcasts

| Type of Programme | Duration of Programme | Number of Broadcasts                       |
|-------------------|-----------------------|--|
| radio             | 20 minutes            | 50 programmes per week<br>(7,800 per year) |
| television        | 30 minutes            | 3 programmes per day<br>(1,100 per year)   |

### 2.4.3 Tutorials

Tutorials are organized to provide face-to-face interaction with students. To make tutorial sessions flexible and accessible to distance learners, the University institutes the following measures:

- (1) organizes the tutorials on Saturday and Sunday;
- (2) makes tutorials optional to students rather than compulsory;
- (3) holds the tutorials at local study centres close to students; and
- (4) selects some courses for tutorials and holds the sessions for about 10 hours per course per semester.

At present about 30 per cent of the courses are open for tutorials and about 30 per cent of students attend tutorial sessions. The sessions are organized at regional, local and special study centres as presented in Table 9. Regional universities and teachers' colleges serve as regional centres. Local study centres are located in secondary schools in the provinces. They provide facilities for tutorials and also for examinations. Regional study centres help the University select local tutors in the regions.



Table 9  
Regional and Study Centres

| Regions              | Regional Centre | Local Study Centre | Special Study Centre |  |                |
|----------------------|-----------------|--------------------|----------------------|--|----------------|
|                      |                 |                    | Library Corner       | Agricultural Extension and Co-operatives | Health Science |
| Bangkok Metropolis   | 3               | -                  | 3                    | 1  | 5              |
| Central Region       | -               | 9                  | 9                    | 1  | 3              |
| Northern Region      | 2               | 15                 | 16                   | 1  | 5              |
| North-eastern Region | 2               | 16                 | 17                   | 1  | 4              |
| Eastern Region       | 1               | 7                  | 8                    | 1  | 2              |
| Western Region       | 1               | 7                  | 8                    | 1  | -              |
| Southern Region      | 2               | 12                 | 14                   | 1  | 3              |
| <b>Total</b>         | <b>11</b>       | <b>66</b>          | <b>75</b>            | <b>7</b>                                 | <b>22</b>      |

#### 2.4.4 Practical Work

It should be noted that in Table 9 there are special study centres for the School of Agricultural Extension and Co-operatives and the School of Health Science. These special centres serve as places for special tutorials and practical work. The University seeks co-operation from the Ministry of Agriculture and Co-operatives and also the Ministry of Public Health to establish these centres. For students in the nursing programme of the School of Health Science, co-operation is also obtained from the Ministry

of Public Health to use hospitals and health centres, where STOU students are employed, as centres where students may gain practical experience.

#### ~~2.4.5 Guidance and Counselling~~

The University uses a variety of means to provide guidance and counselling to distance learners. Staff members of local study centres who work for STOU on a part-time basis provide guidance to students who come to the centres. Group counselling is also encouraged. A half hour meeting, normally between 08:30-09:00 before the start of the tutorial session, is conducted by STOU staff. From June 1st - 2nd, 1985, the University organized for the first time a seminar on "Roles and Duties of Student Clubs". About 80 students from 31 associations throughout the country attended the seminar at the headquarters. Student Clubs are expected to play active roles in guidance, counselling and peer group teaching.

#### 2.4.6 Library Services

The University seeks co-operation from the Non-Formal Education Department, Ministry of Education, to use public libraries throughout the country as STOU Corners. Educational materials produced by the University and additional reading materials are deposited at these Corners so that students can come for additional study. As presented in Table 9, there are 75 STOU Corners throughout the country.

#### 2.5 Examination System

STOU organizes the final examination in every province every semester. Those who fail have a second chance to take the

examination again. In the second semester of the academic year 1984, STOU organized examinations in 91 centres throughout the country, 13 in Bangkok and 78 in the provinces. Normally regional and local study centres serve as examination centres.

The examinations, in the same way as tutorials, are held on Saturday and Sunday. STOU's staff carry the examination papers to the examination centres. Staff members of local schools and colleges serve as invigilators. As shown in Table 10, STOU's examination system requires a large number of facilities and invigilators. During an examination day, about 5,000 local staff members are working as invigilators. This requires a great deal of co-ordination.

Table 10  
Number of Examination Rooms and  
Invigilators - First Semester  
1984

|                             | Saturday    |             | Sunday      |             |
|-----------------------------|-------------|-------------|-------------|-------------|
|                             | 09:00-12:00 | 13:00-15:00 | 09:00-12:00 | 13:00-15:00 |
| Number of Examination Rooms | 2512        | 2246        | 2763        | 1978        |
| Number of Invigilators      | 5024        | 4492        | 5526        | 3956        |

### 2.6 Administration System

This system concerns the general administration of the University and includes planning, budgeting and finance. Some significant features in the administration of distance education are:

- (1) All decision-making is collective. A team approach is employed in the management of the University.
- (2) As the distance education system requires a great deal of planning and co-ordination the University puts a great deal of effort in to preparing the annual operational plan. A two-day intensive workshop on operational planning is organized and administrators, from all offices and departments of the University, together with members of the Academic Senate attend the workshop to map out the annual plan.
- (3) A Planning-Programming-Budgeting-System (PPBS) has been initiated in order to ensure efficient allocation of resources for distance education.

PART III THE ECONOMICS OF DISTANCE EDUCATION

~~In this part, the costs of distance education are presented.~~

Three types of cost are discussed: cost to the institution, cost to individuals, and cost to society.

1. Institutional costs

1.1 Institutional Costs from Government Budget.

Generally in Thailand, government universities receive about 90 per cent of their expenditure from the Government. STOU, however, receives a smaller portion. As shown in Table II, STOU received only 0.5 per cent of the total higher education budget in 1980. In 1985, this is 1.3 per cent.

Table 11

Government Budget Allocated to STOU:  
Compared with Total Higher Education Budget,  
1980-1985

| Budget Year | Total higher education budget | Unit=Baht                |            |
|-------------|-------------------------------|--------------------------|------------|
|             |                               | Budget allocated to STOU | Percentage |
| 1980        | 3,475,909,500                 | 17,731,800               | 0.5        |
| 1981        | 4,019,747,300                 | 46,857,900               | 1.2        |
| 1982        | 4,453,835,850                 | 55,037,800               | 1.2        |
| 1983        | 5,068,237,620                 | 69,647,800               | 1.4        |
| 1984        | 5,215,200,000                 | 89,573,700               | 1.7        |
| 1985        | 5,419,621,000                 | 68,136,000               | 1.3        |

1 US\$ = 27.00 Baht

### 1.2 Institutional Costs from University Revenue

In addition to the budget drawn from the government, STOU uses its own revenue for the operation of the University. Total expenditure from the two sources - government budget and university revenue - is presented in Table 12. From this table it can be seen that on average about 75 per cent of the total expenditure is from STOU's own revenue.

Table 12  
STOU Total Expenditure from  
Government Budget and University Revenue,  
1980-1985

| Budget Year | Unit=Baht.        |       |                    |       |
|-------------|-------------------|-------|--------------------|-------|
|             | Government Budget |       | University Revenue |       |
|             | Amount            | %     | Amount             | %     |
| 1980        | 17,731,800        | 32.07 | 37,558,000         | 67.93 |
| 1981        | 46,857,900        | 30.76 | 105,840,000        | 69.24 |
| 1982        | 55,780,000        | 24.57 | 168,931,800        | 75.43 |
| 1983        | 69,780,000        | 21.10 | 260,400,000        | 78.90 |
| 1984        | 89,573,700        | 22.72 | 304,600,000        | 77.28 |
| 1985        | 68,136,000        | 18.32 | 303,808,460        | 81.60 |

1 US\$ = 27.00 Baht

### 1.3 Institutional Cost Per Head

Operating costs per head of restricted-admission universities and open universities are presented in Table 13. From this table it can be seen that open universities have a much lower average cost. It should be noted that the open universities in this Table are STOU and Ramkhamhaeng University which is the other open-admission university.

Table 13  
Operating Cost Per Head from Government Budget  
and University Revenue of Restricted-Admission  
and Open Universities by Disciplines  
1980

| Disciplines                                     | Unit=Baht<br>Per Head |
|---|-----------------------|
| <b><u>Restricted Admission Universities</u></b> |                       |
| 1. Medical Science and Public Health            | 61,810.87             |
| 2. Agriculture, Forestry and Fishery            | 36,718.37             |
| 3. Fine Arts and Applied Arts                   | 28,920.36             |
| 4. Architecture and Regional Planning           | 22,111.73             |
| 5. Education and Teacher Training               | 20,507.39             |
| 6. Engineering                                  | 20,306.83             |
| 7. Natural Science                              | 19,778.15             |
| 8. Mass Communications and Documentation        | 18,308.84             |
| 9. Mathematics and Computer Science             | 16,633.22             |
| 10. Others                                      | 15,208.63             |
| 11. Business Administration and Commerce        | 14,942.07             |
| 12. Humanities                                  | 14,332.56             |
| 13. Social-Behavioural Science                  | 13,435.97             |
| 14. Law   | 11,970.81             |

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Open Universities

|   |          |
|---|----------|
| 1. Business Administration and Commerce | 1,695.95 |
| 2. Natural Science                      | 972.72   |
| 3. Education and Teacher Training       | 638.08   |
| 4. Social-Behavioural Science           | 591.84   |
| 5. Law                                  | 461.34   |
| 6. Humanities                           | 305.36   |

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Source : Ministry of University Affairs, Research Report on Operating Cost Per Head Fiscal Year 1980 (Bangkok 1984), Table 4, P.25

It should be noted that the figures in Table 13 represent only operating costs. Investment costs such as those for building programmes, equipment and other infrastructure are not included. From this Table it is possible to study the effects of the economy of scale. The large number of students in the Open Universities helps to reduce the average cost.

A comparison of operating costs per head in the same discipline is provided in Table 14. It can be seen from this Table that the average cost per head per year in the same discipline is much greater in restricted-admission universities. Comparison between the two types of university system in the discipline may be made and it may be seen that cost of the Open Universities varies from 2.13 per cent in Humanities and 11.35 per cent in Business Administration.



**Table 14**  
**Comparison of Operating Costs Per Head between**  
**Restricted-Admission Universities and Open Universities,**  
**1980**

| Discipline                              | Type of Universities |          | Unit=Baht  |
|---|----------------------|----------|------------|
|   | (1) Restricted       | (2) Open | Percentage |
| 1. Business Administration and Commerce | 14,942 .07           | 1,695.95 | 11.35      |
| 2. Natural Science                      | 19,778.15            | 972.72   | 4.91       |
| 3. Education and Teacher Education      | 20,507.39            | 638.08   | 3.11       |
| 4. Social-Behavioural Science           | 13,435.97            | 591.84   | 4.40       |
| 5. Law                                  | 11,970.81            | 461.34   | 3.85       |
| 6. Humanities                           | 14,332.56            | 305.36   | 2.13       |

## 2. Private Costs

There are personal costs to be borne by students. The expenses involved are as follow:

### 2.1 Expenses for tuition fees and study materials

~~Expenses for fees and study materials charged by the~~  
University are:

|                                      |          |
|--------------------------------------|----------|
| (a) Admission fee                    | 150 Baht |
| (single payment on entering)         | ,        |
| (b) University fees per semester     | 150 Baht |
| (c) Tuition fees per course          | 200 Baht |
| (d) Educational materials per course | 200 Baht |

Educational materials include textbooks, workbooks, and recorded cassette tapes. All of these materials are mailed to students at home.

On average students take two courses per semester. The full load for students is three courses. Suppose a student in the two-year programme takes three courses per semester and suppose he passes all courses, he will take 2 years to obtain his bachelor's degree. His expenditure may be as presented in Table 15.

Table 15  
Student Expenditure on Fees and Materials  
in the Two-year Programme

| Types of Expenditure                   | Unit=Baht                       |                                |                                |                                |
|--|---------------------------------|--------------------------------|--------------------------------|--------------------------------|
|  | 1st Year                        |                                | 2nd Year                       |                                |
|  | 1st Semester                    | 2nd Semester                   | 1st Semester                   | 2nd Semester                   |
| 1. Admission fees                      | 150 Baht<br>(5.6 US\$)          | -                              | -                              | -                              |
| 2. University fees                     | 150 Baht<br>(5.6 US\$)          | 150 Baht<br>(5.6 US\$)         | 150 Baht<br>(5.6 US\$)         | 150 Baht<br>(5.6 US\$)         |
| 3. Tuition fees<br>(3 courses)         | 600 Baht<br>(22.2US\$)          | 600 Baht<br>(22.2US\$)         | 600 Baht<br>(22.2US\$)         | 600 Baht<br>(22.2US\$)         |
| 4. Educational<br>materials(3 courses) | 600 Baht<br>(22.2US\$)          | 600 Baht<br>(22.2US\$)         | 600 Baht<br>(22.2US\$)         | 600 Baht<br>(22.2US\$)         |
| <b>Total</b>                           | <b>1500 Baht<br/>(55.6US\$)</b> | <b>1350 Baht<br/>(50 US\$)</b> | <b>1350 Baht<br/>(50 US\$)</b> | <b>1350 Baht<br/>(50 US\$)</b> |

All totals = 5550 Baht (205.6 US\$)

From the table it can be seen that a student, who takes a full load and passes all final examinations spends 5550 Baht for tuition fees and materials throughout the programme. The average income of students in 1984 is about 3500 Baht per month (Appendix 5) compared with the income during the two years at the University, the student spends about 6.6 per cent ( $5550 : 3500 \times 24$ ) of his income.

## 2.2 Personal Expenses

Personal expenses are composed of the following:

- (a) Travel expenses for tutorial sessions, final examinations and intensive workshops and training.
- (b) Other expenses, such as costs of make-up examinations and sending letters and requests to the University.

As STOU provides tutorial sessions, final and make-up examinations in every province, travelling expenses are minimal.

## 3. Opportunity Costs

There are no opportunity costs or foregone earnings. STOU students are generally in full employment and contributing to the GNP of the country.

In fact, STOU has helped to reduce social costs. For example, in 1985 there are about 90 convicts enrolled with STOU. With the co-operation of the Department of Correction, Ministry of the Interior, the University provides distance education to these people. Graduates of this programme are expected to function as good citizens and thus the programme will be of social benefit to society.

## Conclusion

From the previous discussion about STOU, the following conclusions may be drawn:

1. STOU has been in operation for only 7 years. Through flexible design the University has been able to extend educational opportunities to people in all walks of life, especially those in remote areas.

2. Learners in the distance education system need flexible curriculum structure. STOU has provided both degree and non-degree programmes. Short courses, such as those provided in Certificate programmes, the Certificate of Achievement programme and Associate Student programmes, are offered in order to meet the demands of individuals and agencies for personal and professional development.

3. Adult learners need flexible learning schedules. The multi-media approach helps to meet these needs. Tutorials are optional and held on Saturdays and Sundays. Examinations are also organized on weekends and at local study centres. These arrangements are necessary for successful teaching at a distance.

4. Existing facilities and resources are necessary for distance education. As students are spread throughout the country, existing local facilities and resources have to be utilized for the benefit of students. STOU has maximized the use of these facilities, such as secondary schools, teachers' colleges, hospitals, health centres, agricultural stations and public libraries. Human resources, such as businessmen, lawyers, bankers and nurses, are recruited as part-time tutors.

5. Flexible learning systems of distance education require efficient management systems. The management of distance education at STOU is conceptualized as consisting of different integrated systems : admission and registration, production, delivery, instruction, examination and administration. Each system requires sound planning, communication, co-ordination and co-operation. It also needs appropriate infrastructure.

6. From STOU's experience, the cost of providing distance education seems to be less expensive than in restricted-admission universities. The economy of scale helps to reduce the average institutional cost. Costs to society are also less as taxpayers contribute only about 20% of the total institutional costs. Also, students themselves are adult workers and do not, therefore, forego their income. Costs to the students themselves are less as they study at home.

**APPENDIX 1 PERCENTAGE DISTRIBUTION OF NEW STUDENTS BY SEX**

| School   | 1980-1981 |        | 1982 |        | 1983 |        | 1984* |        |
|--|-----------|--------|------|--------|------|--------|-------|--------|
|  | Male      | Female | Male | Female | Male | Female | Male  | Female |
| 1. Home Economics                              | -         | -      | 0.9  | 91.1   | 0.7  | 99.3   | 1.2   | 98.    |
| 2. Law   | -         | -      | 91.2 | 8.8    | 82.6 | 17.4   | 85.6  | 14.    |
| 3. Communication Arts                          | -         | -      | -    | -      | -    | -      | 40.2  | 59.    |
| 4. Political Science                           | -         | -      | -    | -      | 76.6 | 23.4   | 78.9  | 21.    |
| 5. Management Science                          | 98.2      | 1.8    | 46.5 | 53.5   | 40.9 | 59.1   | 35.6  | 64.    |
| 6. Health Science                              | -         | -      | 46.7 | 53.2   | 29.4 | 70.6   | 15.9  | 84.    |
| 7. Educational Studies                         | 46.6      | 53.4   | 43.3 | 56.7   | 41.8 | 58.2   | 42.9  | 57.1   |
| 8. Economics                                   | -         | -      | 67.7 | 32.3   | 56.5 | 43.5   | 56.3  | 43.7   |
| 9. Agricultural Extension<br>And Co-operatives | -         | -      | 89.0 | 11.0   | 81.9 | 18.1   | 78.1  | 21.9   |
| All Schools                                    | 50.8      | 49.2   | 67.2 | 32.8   | 55.7 | 44.3   | 50.9  | 49.1   |

APPENDIX 2 DISTRIBUTION OF NEW STUDENTS BY AGE

| Age          | 1980-1981     |              | 1982          |              | 1983          |              | 1984          |              |
|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
|              | Number        | %            | Number        | %            | Number        | %            | Number        | %            |
| 17-22        | 4,171         | 5.4          | 5,849         | 8.4          | 10,090        | 20.1         | 20,176        | 23.7         |
| 23-25        | 19,626        | 25.5         | 13,601        | 19.6         | 12,094        | 24.1         | 21,812        | 25.7         |
| 26-30        | 27,195        | 35.4         | 19,963        | 28.7         | 12,292        | 24.5         | 21,517        | 25.3         |
| 31-35        | 12,358        | 16.1         | 13,982        | 20.1         | 6,573         | 13.1         | 10,297        | 12.1         |
| 36-40        | 6,946         | 9.1          | 8,540         | 12.3         | 4,051         | 8.1          | 5,650         | 6.6          |
| 41-50        | 4,674         | 6.1          | 4,972         | 7.1          | 3,090         | 6.2          | 4,026         | 4.7          |
| 51-60        | 713           | 0.9          | 651           | 0.9          | 424           | 0.9          | 491           | 0.6          |
| Over 60      | 73            | 0.1          | 66            | 0.1          | 22            | 0.1          | 45            | 0.1          |
| No response  | 974           | 1.3          | 1,937         | 2.8          | 1,476         | 2.9          | 1,027         | 1.2          |
| <b>Total</b> | <b>76,730</b> | <b>100.0</b> | <b>69,561</b> | <b>100.0</b> | <b>50,112</b> | <b>100.0</b> | <b>85,041</b> | <b>100.0</b> |



**APPENDIX 3 DISTRIBUTION OF NEW STUDENTS BY AGE**  
(Average and Median)

| School   | 1980-1981 |    | 1982  |    | 1983  |    | 1984  |    |
|--|-----------|----|-------|----|-------|----|-------|----|
|  | Mean      | Md | Mean  | Md | Mean  | Md | Mean  | Md |
| 1. Home Economics                              | -         | -  | 26.92 | 25 | 25.79 | 24 | 25.03 | 2  |
| 2. Law   | -         | -  | 32.50 | 31 | 31.07 | 30 | 29.98 | 2  |
| 3. Communication Arts                          | -         | -  | -     | -  | -     | -  | 24.77 | 2  |
| 4. Political Science                           | -         | -  | -     | -  | 26.08 | 24 | 26.37 | 2  |
| 5. Management Science                          | 33.00     | 31 | 27.86 | 27 | 25.97 | 24 | 25.66 | 2  |
| 6. Health Science                              | -         | -  | 30.97 | 30 | 28.20 | 26 | 29.05 | 2  |
| 7. Educational Studies                         | 29.20     | 27 | 28.80 | 27 | 28.37 | 26 | 28.15 | 27 |
| 8. Economics                                   | -         | -  | 28.44 | 27 | 25.10 | 24 | 24.57 | 23 |
| 9. Agricultural Extension<br>And Co-operatives | -         | -  | 29.49 | 28 | 26.87 | 25 | 26.83 | 25 |
| All Schools                                    | 29.50     | 28 | 30.27 | 29 | 28.15 | 26 | 27.37 | 26 |

APPENDIX 4 DISTRIBUTION OF NEW STUDENTS BY OCCUPATION

| Types of Occupation | 1980-1981     |               | 1982          |               | 1983          |              | 1984          |              |
|---------------------|---------------|---------------|---------------|---------------|---------------|--------------|---------------|--------------|
|                     | Number        | %             | Number        | %             | Number        | %            | Number        | %            |
| Government Service  | 68,984        | 83.98         | 48,457        | 69.66         | 29,739        | 59.4         | 46,978        | 55.1         |
| State Enterprise    | 942           | 1.15          | 5,457         | 7.84          | 2,953         | 5.9          | 4,787         | 5.6          |
| Private Sector      |               |               |               |               |               |              |               |              |
| Employment          | 6,552         | 7.98          | 9,659         | 13.89         | 7,069         | 14.1         | 12,961        | 15.3         |
| Private Business    | 275           | 0.33          | 1,438         | 2.07          | 2,183         | 4.4          | 3,463         | 4.1          |
| Agriculture         | 43            | 0.05          | 89            | 0.13          | 567           | 1.1          | 924           | 1.1          |
| Others              | 57            | 0.07          | 932           | 1.34          | 1,621         | 3.2          | 4,949         | 5.8          |
| No employment       |               |               |               |               | 4,260         | 8.5          | 8,803         | 10.4         |
|                     | 5,286         | 6.44          | 3,529         | 5.07          |               |              |               |              |
| No response         |               |               |               |               | 1,720         | 3.4          | 2,176         | 2.6          |
| <b>Total</b>        | <b>82,139</b> | <b>100.00</b> | <b>69,561</b> | <b>100.00</b> | <b>50,112</b> | <b>100.0</b> | <b>85,041</b> | <b>100.0</b> |

APPENDIX 5 DISTRIBUTION OF NEW STUDENTS BY MONTHLY INCOME

| Monthly Income   | 1980-1981     |              | 1982          |              | 1983          |              | 1984          |              |
|------------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
|                  | Number        | %            | Number        | %            | Number        | %            | Number        | %            |
| Under 1,000 Baht | 526           | 0.7          | 1,683         | 2.4          | 3,623         | 7.2          | 1,265         | 1.5          |
| 1,001-2,000 Baht | 14,097        | 19.6         | 8,144         | 11.7         | 6,793         | 13.6         | 9,698         | 11.4         |
| 2,001-3,000 Baht | 42,452        | 55.5         | 24,054        | 34.6         | 16,089        | 32.1         | 26,694        | 31.4         |
| 3,001-4,000 Baht | 12,561        | 16.4         | 16,300        | 23.4         | 9,006         | 18.0         | 12,918        | 15.2         |
| 4,001-5,000 Baht | 4,280         | 5.6          | 7,675         | 11.0         | 4,807         | 9.6          | 6,844         | 8.0          |
| 5,001-6,000 Baht | 1,024         | 1.3          | 4,035         | 5.8          | 2,476         | 4.9          | 3,150         | 3.7          |
| 6,001-7,000 Baht | 573           | 0.8          | 2,199         | 3.2          | 1,571         | 3.1          | 2,192         | 2.6          |
| Over 7,000 Baht  | -             | -            | 3,457         | 4.9          | 2,392         | 4.8          | 3,268         | 3.8          |
| No response      | 45            | 0.1          | 2,014         | 2.9          | 3,355         | 6.7          | 19,012        | 22.4         |
| <b>Total</b>     | <b>82,139</b> | <b>100.0</b> | <b>69,561</b> | <b>100.0</b> | <b>50,112</b> | <b>100.0</b> | <b>85,041</b> | <b>100.0</b> |

**APPENDIX 6 PERMANENT STAFF MEMBERS\***

| School                                       | Educational Level |                 | Total      |
|--|-------------------|-----------------|------------|
|  | Doctor's degree   | Master's degree |            |
| 1. Home Economics                            | 1                 | 8               | 9          |
| 2. Law                                       | 2                 | 13              | 15         |
| 3. Communication Arts                        | -                 | 2               | 2          |
| 4. Political Science                         | 3                 | 4               | 7          |
| 5. Management Science                        | 1                 | 15              | 16         |
| 6. Health Science                            | -                 | 9               | 9          |
| 7. Liberal Arts                              | 3                 | 14              | 17         |
| 8. Educational Studies                       | 14                | 15              | 29         |
| 9. Economics                                 | 2                 | 7               | 9          |
| 10. Agricultural Extension and Co-operatives | 2                 | 12              | 14         |
| <b>Total</b>                                 | <b>28</b>         | <b>99</b>       | <b>127</b> |

\*As of 30 June 1985

APPENDIX 7 PERMANENT ADMINISTRATIVE STAFF\*

| Office   | Educational Level     |                     |                      | Total      |
|--|-----------------------|---------------------|----------------------|------------|
|  | Associate<br>or lower | Master's<br>degree. | Bachelor's<br>degree |            |
| 1. Office of Registration,<br>Records and Evaluation | 49                    | 7                   | 21                   | 77         |
| 2. Office of Educational<br>Technology               | 85                    | 29                  | 62                   | 176        |
| 3. Office of Educational<br>Services                 | 27                    | 10                  | 22                   | 59         |
| 4. Office of Academic Affairs                        | 45                    | 6                   | 21                   | 72         |
| 5. Office of the Rector                              | 57                    | 4                   | 42                   | 103        |
| <b>Total</b>   | <b>263</b>            | <b>56</b>           | <b>168</b>           | <b>487</b> |

\*As of 30 June 1985.



