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## Abstract

This study analyzes and compares revenue estimates versus actual revenue and expenditure estimates versus actual expenditures for the University Income of Chiang Mai University for the fiscal years 2019 to 2023. The objective is to compare the revenue estimated and actual revenues, as well as the expenditure estimated and actual expenditures, classified by faculties/agencies and categories.

The study found that most divisions at Chiang Mai University overestimated revenue in the categories of Tuition Fees and Academic Services and Income from Internal Academic. However, in the categories of Hospital Support Fund, Benefits and other Income, the estimated revenue was lower than the actual revenue. Additionally, a comparison of estimated versus actual expenditures revealed that, across all expenditure categories, estimated expenditures were higher than actual expenditures.

## Introduction

Chiang Mai University (CMU) was established in 1964 and became an autonomous state university in 2008. It envisions itself as a leading, socially responsible university driving sustainable development through innovation. Chiang Mai University operates under four core missions (1) Education and graduate training (2) Research and innovation (3) Academic services and (4) Preservation of Lanna culture and environmental conservation.

In fulfilling these missions, budgetary information plays a crucial role in decision-making. However, it has been observed that several faculties and units tend to overestimate their projected revenues compared to actual income. The Budget Planning Office is responsible for analyzing and adjusting revenue and expenditure forecasts to align with reality. This effort helps address discrepancies and enhances the university's budget management efficiency.

## Results

### ① Comparison of Revenue Estimates Versus Actual Revenue.

#### Tuition Fees:

Six agencies showed significant differences between estimated and actual revenues, with most cases where the estimated revenue was higher than the actual revenue.

#### Hospital Support Fund:

While the overall average estimated revenue and actual revenue did not differ significantly, a detailed analysis found that:

- Maharaj Nakorn Chiang Mai Hospital had estimated revenues higher than actual revenues.
- Dent CMU Clinic and Faculty of Veterinary Medicine had estimated revenues lower than actual revenues.

#### Academic Services and Income from Internal Academic:

Seven agencies showed significant differences, with most cases where estimated revenues exceeded actual revenues.

#### Benefits and Other Income:

Six agencies had significant differences, with most cases where estimated revenues were lower than actual revenues.

## Conclusion

The study on the comparison of revenue estimates versus actual revenue, and expenditure estimates versus actual expenditures of Chiang Mai University's income budget for the fiscal years 2019–2023 found that some agencies had overestimation in several categories, particularly in tuition fees, academic services, operating budgets, and subsidy budgets.

## Objectives

- ① To compare the revenue estimates versus actual revenue from Chiang Mai University's income budget, categorized by faculties/agencies and expenditure categories, for fiscal years 2019 to 2023.
- ② To compare the expenditure estimates versus actual expenditures from Chiang Mai University's income budget, categorized by faculties/agencies and expenditure categories, for fiscal years 2019 to 2023.

## Methodology



### ② Comparison of Expenditure Estimates Versus Actual Expenditures.

**Personnel Budget:** Twelve agencies had significant differences, with most cases where estimated expenditures were higher than actual expenditures.

**Operating Budget:** Twenty-four agencies had significant differences, with most cases where estimated expenditures exceeded actual expenditures. Further analysis revealed:

- Thirteen agencies showed differences in **compensations, expenses, and materials.**
- Five agencies had differences in **utility expenses.**
- Five agencies had differences in **both compensations/expenses/materials and utilities expenses.**
- Two agencies had no significant differences between estimated and actual expenditures in **both compensations/expenses/materials and utilities expenses.**

**Investment Budget:** Eight agencies showed significant differences, with most cases where estimated expenditures were higher than actual expenditures. Further analysis revealed:

- Five agencies showed differences in **equipment expenses.**
- One agency showed differences in **land and construction expenses.**
- One agency had no significant differences in **both equipment and land/construction expenses.**

**Subsidy Budget:** Nineteen agencies showed significant differences, with most cases where estimated expenditures exceeded actual expenditures. Further analysis found that:

- Four agencies had differences in **general subsidies.**
- Eight agencies had differences in **specific subsidies.**
- Seven agencies had differences in **both general and specific subsidies.**

**Other Expenditures:** Nineteen agencies showed significant differences, with most cases where estimated expenditures exceeded actual expenditures.

## References

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- [2] Atchara Phaewbang. (2017). Final Research Report: Comparative Analysis of Expenditure Budgets of the Faculty of Science, King Mongkut's Institute of Technology Ladkrabang. Research Report. Bangkok: King Mongkut's Institute of Technology Ladkrabang.