The Management Model of Rajabhat Universities in Local Development for Excellent Performance

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ABSTRACT

This thesis is conducted based on the following objectives: 1) to study the management of Rajabhat Universities in local development for excellent performance; 2) to study the causal factors influencing management results in local development for implementation; 3) to present the form and conditions of successful management in local development for excellent performance. The study incorporated the use of multiple research methods. Step 1: qualitative research method and in-depth interviews were performed with 20 senior executives and stakeholders of Rajabhat University. Step 2: quantitative research was conducted with 525 stakeholders in order to examine factors affecting the management of local development performance excellence. Step 3: By 20 experts were asked to confirm suitability and practicality of the model using a 5-level assessment scale. The results of the research revealed that the administrative model of Rajabhat University for local development excellence is comprised of 6 and 50 elements as follows: Component 1) Measurement, analysis, and personnel-oriented knowledge management style; Component 2) Strategic planning; Component 3) Local development and Customer-oriented management; Component 4) Leading organization; Component 5) Operating system-oriented management; and Component 6) Outcome and suitability assessment confirmation from 20 experts (Expert Review). Result shown te suitability and feasibility of the model is at the highest level.

Introduction

Rajabhat University has been raised as a university since 2004. Rajabhat University Act 2004 was enacted with the following roles (Office of the Council of State, 2004): Section 7 defines a higher education institute for local development that strengthens the wisdom of the land, restoring learning power, upholding local knowledge, creating an art-science, causing the stable and sustainable progress of the people, participating to the balanced and sustainable management, maintenance, utilization of natural resources and environment. This section aims to educate, promote academics and higher professions, teach, research, provide academic services to society, improve, transfer, and develop technology, nurture arts and culture, produce teachers, and promote teachers. The reason for adopting the Rajabhat University Act 2004 shows the expectation of Rajabhat University to be "Institute of Higher Education for Local Development" (Pathan Suwannamongkhon, 2014). Rajabhat University has a strong bond with the local community as "Local development," which is an essential mission at every Rajabhat University. Besides, Section 8 of the Rajabhat University Act 2004 has stipulated the duties of Rajabhat University as follows:

1)   Seeking truth for academic excellence based on local wisdom, Thai wisdom, and universal wisdom.

2)   Producing graduates with moral knowledge with a sense of Thai identity, love, and commitment to the local community, and promoting lifelong learning to help local people be aware of the change. This production of graduates must be a number and quality consistent with the country's graduate production plan.

3)   Fostering knowledge and understanding of values, consciousness, and pride in local and national cultures.

4)   Learning and strengthening community leaders, religious leaders, and local politicians to accumulate democratic consciousness, morality, ethics, and the ability to administer community and regional development for public benefit.

5)   Strengthening the teaching profession, producing and developing teachers and educational personnel to gain the high profession's quality and standard.

6)   Coordinating cooperation and assistance between universities, communities, local government, and other organizations both domestically and internationally for local development.

7)   Studying and looking for a way to develop indigenous technology and modern technology suitable for the local people's livelihood and occupation, including seeking solutions to promote the management, maintenance, and utilization of natural resources and the environment with balance and perpetuity.

8)   Studying, researching, promoting, and continuing the project due to the royal initiative in the university's mission for local development. According to the promulgation of the Rajabhat University Act and its obligations as required by law, Rajabhat University plays a vital role in developing the economy, society, and cultural administration in the locality.

Currently, educational institutions' challenge is to assure society that they can produce graduates and develop knowledge that is responsive to national development, career development, quality of life, and livelihood development at the local and community level. The

challenge also builds the national capacity for international competition due to the integration of the ASEAN countries. As for the necessity, educational institutions must develop educational systems and mechanisms to monitor, audit, and assess the operation by the policy, goals, and quality standards. Rajabhat University is a group created from a teacher training school, located in the country's central and regional sector, renamed "Teachers College" later. After that, King Bhumibol Adulyadej had bestowed the institute's name as "Rajabhat," along with the University's Royal Seal. At present, there is a total of 38 Rajabhat Universities throughout the country. Nowadays, Rajabhat University has entered the second decade of being a university since 2004. As a result, this point has become an influential agenda. The new directions and goals must be adjusted to emphasize strengths and move towards excellence in education management to become a university for local development. The distinction also improves the quality of life by reducing gaps and social inequality and building local people for sustainable strength to compete in the future based on the continuous and sustainable labor market needs.

As the new strategic plan of Rajabhat University for local development under the 20-year Royal Strategy (2017-2036), King Maha Vajiralongkorn BadinthonThepayawarangkun, Rama 10, presented the royal policy on education through the Privy Council. Part of the theme was the introduction of Rajabhat University to work on improving teaching and local development in the local area. Therefore, to meet the royal policy, all 38 Rajabhat Universities have jointly developed a new strategic plan to emerge localities in four areas, including 1) local development, 2) teacher production and development, 3) improving quality of education, and 4) management system development. The plan has been operated as a guideline for driving teachers' production and development, improving the quality of education of Rajabhat University, and effective local development. Also, all Rajabhat Universities should mobilize power for regional development and improve local education quality by realization. Therefore, administrators and personnel of all sectors of Rajabhat University should accelerate their potential growth to meet the development approach as the expectation and supporter of regional people in each locality in Thailand. This performance is following the strategic framework of economic and social development and local development, production and development of teachers, which enhances the quality of education, developing management systems, to promote the education for Rajabhat University for a higher education institution for an exquisite local development (Chinawong, 2018: p.1).

The situation mentioned above makes the researcher interested in creating a management model leading to a modern and international standard to prepare and raise the quality of educational organizations. Educational agencies have currently adopted the international quality assurance model to award quality awards for promoting and developing the organization. Therefore, the researcher adopted the international standard criteria for raising the quality of Rajabhat University and retained the original intention, which is Rajabhat University, for local development. The significance and statement of problems lead to the research questions about a model of Rajabhat University administration and factors or conditions affecting the success of the local development of Rajabhat University.

Materials and Methods

Research Method

This research focused on "a model of Rajabhat University administration in local development to excellent performance". The researcher utilized the mixed-method approach, which combined two ideas of qualitative research and quantitative research by performing the following steps.

Step 1 The investigation of the state of administration of Rajabhat University in local development for excellence

The investigation of the state of administration of Rajabhat University in local development for excellence conducted by the steps as follows: The population and sampleChief Executive of Rajabhat University and academic or support lines in Rajabhat University consisted of 1 Nakhon Pathom Rajabhat University, 2 Buriram Rajabhat University, 3 Chiang Mai Rajabhat University, 4 Pibulsongkram Rajabhat University, in a total of 20 key informants. Data Analysisby examining the content (Content Analysis), checking, and analyzing the data. The information obtained from the interview was categorized with interpretation, grouping, synthesis, and issues summary

Step2 The exploration of the causal factors affecting the local development administration to excellent performance

The research instrument was a questionnaire that the researcher created from the concept of theory, relevant documents, and research, in a total of 4 parts. Research Sample, In this study, the researchers determined the sample size based on a technique of Structural Equation Modeling (SEM). Comrey and Lee,1992 (cited in Sincharu, 2014, page 554)suggested the size for a suitable sample should have a minimum of 300 samples. The researcher determined the sample size 10 - 20 times the parameters (Jöreskog&Sörbom, 1999; Hair, Black, & Anderson, 2010). For this research, there were 50 parameters. The parameters were increased ten times, resulting in 500 samples. To achieve a suitable sample distribution, the researcher collected 525sample sizes. Thus, the sample size can be used to analyze the Structural Equation Model (SEM) techniques.Data Analysis.1. The descriptive statistics were analyzed by frequency and percentage. The quantitative variables were analyzed by mean. 2. The factor analysis conducted by the Confirmatory Factor Analysis: CFA to confirm the indicator of observable variable in the measurement model of factors affecting the development administration and Structural Equation Modeling: SEM)

Step 3 To propose the model and conditions for success in local development administration to excellent performance

The researcher drafted "a model of Rajabhat University administration in local development to excellent

performance" by administrating Objective 2; To explore the causal factors affecting the local development administration to excellent performance, to summarize, analyze, and compile the content for creating the model.Expert review derived from the purposive selection, directly relevant in education, education administration, policy and planning, and educational quality assurance, with at least five years, totaling 20 people. Experts consisted of Group 1: administrators or representatives of educational institutions of 5 people, Group 2: academicians and full-time teachers of 9 people, and Group 3: education support line of 6 people.

Instrumentthe researcher instrument included the confirmation of the draft model and the practical feasibility of the draft model. The conditions for success in local development management for excellent execution consisted of three parts. Part 1 included the necessary information of the expert. Part 2 included the confirmation of the draft model, the appropriateness, and the draft model's practical feasibility, characterized by the 5-level assessment scale. Part 3 included the expert review.

As for the expert review data analysis, the researcher summarized the issues andrecommendations of experts in each area by clustering. After that, the researcher explored the data analogy, such as likeness comparison or analogy to each expert's guidance. The discovery of the similarity and difference in expertrecommendations led to data collection by summing the subtasks according to the issue and sorting frequency. The researcher considered the conceptual framework and the theory applied to this part. The researcher made corrections according to the recommendations, experts' opinions to improve and present to the advisor for a complete research report.

Results

Part One (Qualitative results)

1.   The research result of the state of administration of Rajabhat University in local development for excellence.

The leading organization:Leaders of each organization emphasize the transmission of visions, policies, strategic plans in the form of top-down, and organizing meetings of agencies, whether faculties, departments, or sub-departments, to understand the operational direction and goals of the organization. Strategic planning: A plan and a process for preparing a strategic plan every year include the analysis of last year's results to improve the operations and follow the work's progress and problems. Customer-oriented:User satisfaction measurement to better respond to the labor market is to produce graduates to return to develop their homeland while giving greater importance to improving curriculum and mechanisms, and supporting the learning, as well as developing student and teacher. Measurement, analysis, and knowledge management:Rajabhat University focuses on developing information connectivity and access to information and strategy. However, this point reveals that Rajabhat University has not compiled a big data database. The historical data for more than ten years shows no problem. Personnel-oriented: Rajabhat University focuses on advancement. A development plan for both academic and

support personnel have been developed, including welfare incentives and compensation. Operating system-oriented: A method for measuring every business's efficiency and effectiveness, and focus on performance can improve work efficiency by bringing in new technology. This idea also gives precedence to past-experience learning and work-process improvement. Outcome:Mobilization of Rajabhat University is a wide variety of contextual and fundamental aspects of operational outcomes. Every year, the results will be analyzed in terms of learning and processes, customer-oriented, personnel-oriented, leading organization, and supervision in the budget, finance, and marketing to find weaknesses, strengths, accelerate further development, and guide the formulation of policy for the next year.

Part Two (Quantitative results)

The causal factors affecting the local development administration to excellent performance.

Factor analysisaims to categorize performance elements based on Education Criteria for Performance Excellence – EdPEx. As for the result of examining the suitability of the EdPEx performance evaluation data, the Kaiser-Meyer-Olkin (KMO) was .953, showing that the data set is suitable for using factor analysis techniques (Kaiser and Rice, 1974). P-value= .000, less than .01, meaning that all 50 variables have a significant relationship at the .01 level. Then, the variables can be further analyzed for the elements

Table : 1 The suitability examination of Rajabhat University

** statistical significance at .01

| Questionnaire	Number of questions (variable)	KMO	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	p-value
Rajabhat University Administration in local development for excellent administration	50	.953	22123.406**	695	.000

Table2 : Eigenvaluepercentage of varianceand accumulative percentage of variance of each element

Component	Eigenvalue	Percentage of variance	Accumulative percentage of variance	Number of variables in component
1	9.079	18.159	18.159	10
2	7.839	15.679	33.837	10
3	6.305	12.611	46.448	15
4	4.943	9.887	56.335	6
5	4.455	8.910	65.245	4
6	4.101	8.203	73.448	5

Eigenvaluepercentage of varianceand accumulative percentage of variance of Rajabhat University Administration in local development for excellent administrationdiscovers that the constituent with Eigenvalue with the value higher than 1 or more are 6 values, indicating that the variables involved in Rajabhat University administration in local development for excellent administration can be organized into 6 elements. Considering percentage of variance and accumulative percentage of variance, all 6 elements can explain Rajabhat

University administration in the local development for excellent administration at 73.448 percent. Considering the composition from Eigenvalue which must have a value of 1 or higher, it shows variables in elements of 3 or more variables. Each variable must have a factor loading of .4 or higher. Therefore, Rajabhat University's administrative components inlocal development for excellent administration include 1Measurement, analysis, and knowledge managementby personnel-oriented, 2Strategic planning,3Local development and Customer-oriented,4The leading organization,5Operating system-oriented,and6Outcome

Component 1 refers to the measurement, analysis, and knowledge management by personnel-oriented, reveals the Standardized Factor Loading of the 10 variables is greater than .40 of all items, ranging from .67 to .78. The first is the organization is confident in the reliable information system.The second is the organization has a fair performance appraisal, and the organization has a measurement system and performance improve by using data and information at all levels,respectively.This shows that all 10 question points can be explained the measurement, analysis, and knowledge management by personnel-oriented in a high level with statistical significance at .05 (The t-test statistic is between 29.483 and 31.443, which is higher than 1.96). Question has the error ranges from.45 to .63To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as □2, df, p-value, Relative□2, GFI, AGFI, RMR, RMSEA, NFI, IFI, and CFI)Joreskog andSorbom, 1996)as shown in figure1
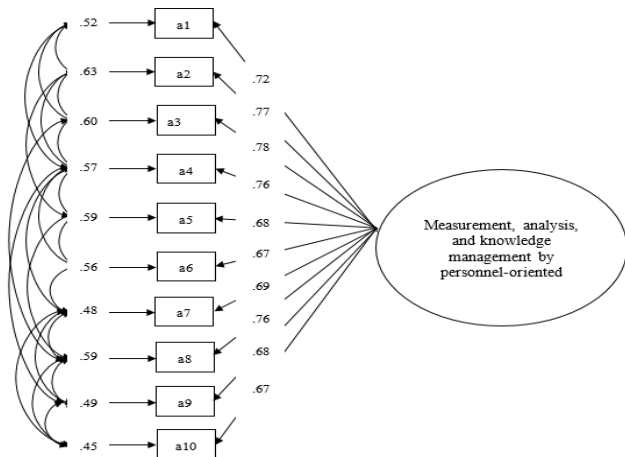
χ^2= 139.089; df = 87; p-value = .084; Relative □2 = 1.636; GFI = .994; AGFI = .986;RMR = .010; RMSEA = .016; NFI = .995; IFI = .998, ; CFI = .998
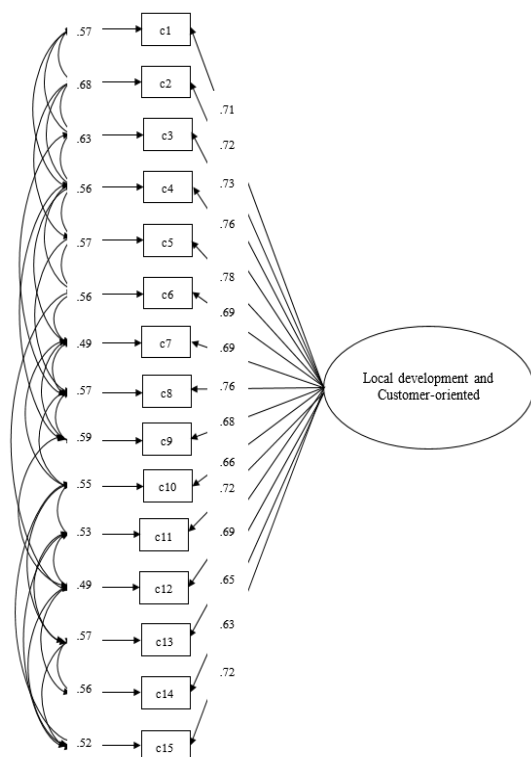
Component 2 refers to strategic planningshows that the standardized factor loading of the 10 variables values greater than .40 in all items, ranging from .67 to .72. The first is the organization has a plan of action in both.All 10 questions explain the variance of strategic planning, based on R2 values of 34.7% to 55.4%, which is considered acceptable. Considering the reliability of the latent variable of strategic planning, it is found theAverage Variance

Extracted= .536 ( ),and Construct Reliability =.968( ). To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as □2, df, p-value, Relative□2, GFI, AGFI, RMR, RMSEA, NFI, IFI, and CFI)Joreskog andSorbom, 1996)as shown in figure2
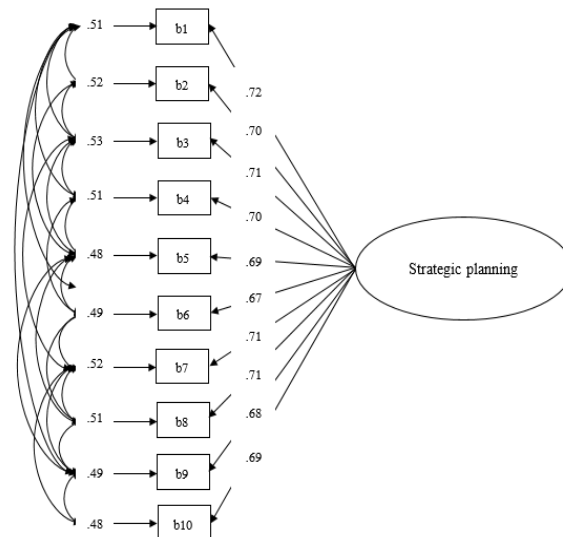

χ^2= 237.820 ; df = 176 ; p-value = .062; Relative □2 = 1.351 ; GFI = .992 ; AGFI = .986 ;RMR = .009 ; RMSEA = .012 ; NFI = .993 ; IFI = .998, ; CFI = .998

Component 3 refers to local development and customer-orientedshows that the standardized factor loading of the 15 variables values greater than .40 in all items, ranging from .63to .78. The first is the university conducts the development of a multidisciplinary curriculum to meet the community requirement.The second is organization has followed up and take steps to improve from listening to the feedback of the learners, and the university organizes activities in Corporate Social Responsibility, respectively.This indicates that all 15 questions are able to explain the strategic planning with statistical significance at .05 (t-test statistic is between 29.889 and 32.172 which is greater than 1.96).The question item has the value of the error between .49and .68. The 15 question points can explain the variance of the local development and Customer-oriented. This can consider R234.7% to 53.3%, which is an acceptable level. The reliability of latent variable (Strategic planning) shows the Average Variance Extracted = .522(:), and Construct Reliability =. 974. To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as □2, df, p-value, Relative□2, GFI, AGFI, RMR, RMSEA, NFI, IFI, and CFI)Joreskog andSorbom, 1996)as shown in figure3

χ^2= 247.835 ; df = 189 ; p-value = .084; Relative $\square$2 = 1.351 ; GFI = .992 ; AGFI = .986 ;RMR = .009 ; RMSEA = .012 ; NFI = .993 ; IFI = .998 ;CFI = .998

Component 4 refers to the leading organization shows that the standardized factor loading of the six variables values greater than .40 in all items, ranging from .67to .82. The first is the executive determines the vision, corporate values, mission, and expectations towards the organization thoroughly, followed by the executive commits to creating a learning environment, innovation, and corporate growth, respectively.This indicates that all six questions are able to explain the leading organization with statistical significance at .05 (t-test statistic is between 25.084and30.926which is greater than 1.96)The question item has the value of the error between .54and .63.The sixquestion points can explain the variance of the leading organization. This can consider R249.7% to 63.3%, which is an acceptable level. The reliability of latent variable (Strategic planning) shows the Average Variance Extracted =. 523 ( ), and Construct Reliability =. 952. To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as $\square$2, df, p-value, Relative$\square$2, GFI, AGFI, RMR, RMSEA, NFI, IFI, and CFI)Joreskog andSorbom, 1996), as shown in figure4
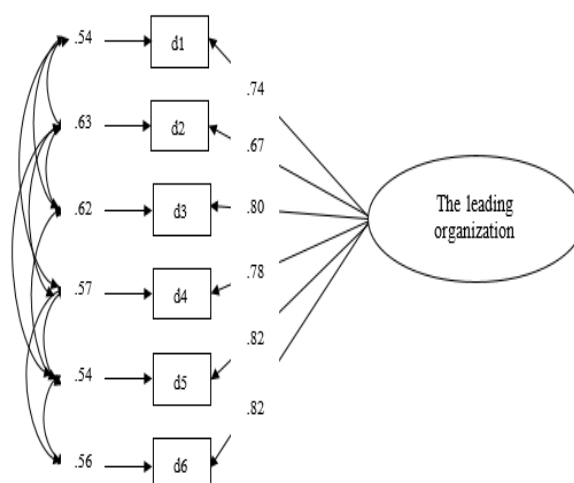
χ^2= 24.177 ; df = 24 ; p-value = .451; Relative $\square$2 = 1.007 ; GFI = .998 ; AGFI = .995 ;RMR = .005 ; RMSEA = .002 ; NFI = .998 ; IFI = 1.000 ;CFI = 1.000

Component 5 refers to operating system-orientedshows that the standardized factor loading of the four variables values greater than .40 in all items, ranging from .71to .77. The first is the organization uses assessments to improve the educational support process for the most successful learners. The second is the organization uses new technology in the process of designing and developing educational services, and the organization has reviewed and revised the educational curriculum and processes related to teaching and learning on a regular basis,respectively.This indicates that all four questions are able to explain the operating system-oriented with statistical significance at .05 (t-test statistic is between 30.277and31.418 which is greater than 1.96). The question item has the value of the error between .53and .62.The fourquestion points can explain the variance of operating system-oriented. This can consider R246.2% to 50.4%, which is an acceptable level. The reliability of latent variable (Strategic planning) shows the Average Variance Extracted =. 536 ( ),and Construct Reliability =. 974( ).To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as $\square$2, df, p-value, Relative$\square$2, GFI, AGFI, RMR, RMSEA, NFI, IFI, and CFI)Joreskog andSorbom, 1996)as shown in figure5
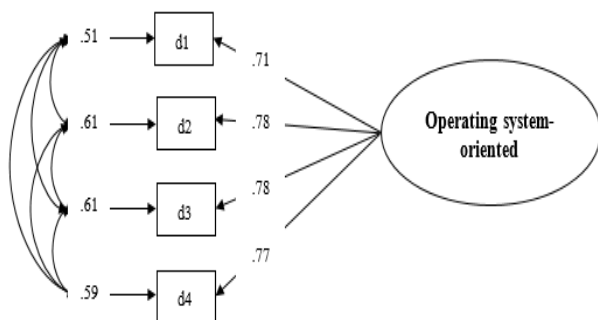
χ^2= 143.815 ; df = 5 ; p-value = .069; Relative $\square$2 = 1.351 ; GFI = .980 ; AGFI = .966 ;RMR = .018 ; RMSEA = .012 ; NFI = .986 ; IFI = .996 ;CFI = .996

Component 6 refers to the outcome shows that the standardized factor loading of the four variables values greater than .40 in all items, ranging from .68to .73. The first is operation affect the performance of budget and finance. The second is predation affects the satisfaction of learners and stakeholders, and operation affect the support for enhancing learning potential, and improving university efficiency,respectively.This indicates that all five questions are able to explain the operating system-oriented with statistical significance at .05 (t-test statistic is between 18.876and29.203 which is greater than 1.96). The question item has the value of the error between .47 and.52.The fivequestion points can explain the variance of outcome. This can consider R247.6 to 67.2, which is an acceptable level. The reliability of latent variable (outcome) shows the Average Variance Extracted =. 573( ),and Construct Reliability =.832 ( ).To examine the Construct Validity by Confirm Factor Analysis: CFA with a statistical package, the researcher performs a fit comparison between the construct validity test of the measurement with empirical data. This could be considering as $\square$2, df, p-value , Relative$\square$2, GFI , AGFI , RMR , RMSEA , NFI , IFI , and CFI)Joreskog andSorbom, 1996)as shown in figure6
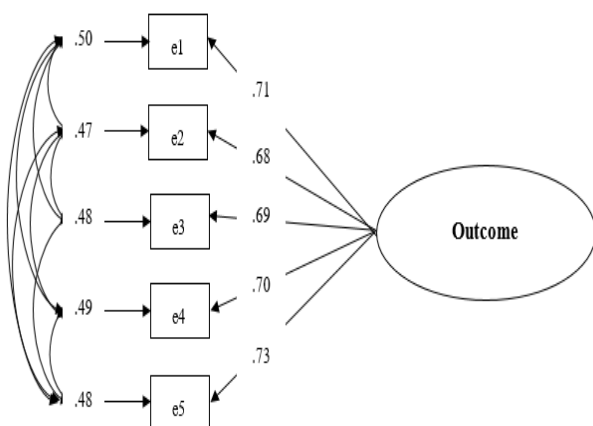
χ^2= 3.392 ; df = 23 ; p-value = .335; Relative $\square$2 = 1.131 ; GFI = .999 ; AGFI = .997 ;RMR = .003 ; RMSEA = .007 ; NFI = .999 ; IFI = 1.000 ; CFI = 1.000

The fit index analysis of structural equationexhibits Chi-square value= 1278.569,p-value = .000,CMIN/DF =1.852, RMSEA =.013, NFI = .980,CFI = .998,GFI = .998,and TLI = .989. All index meets the standard, showing the conformity of the model to the data. Moreover, the significant HOELTER. 05 and .01 are higher than 200 = 478 and 485 respectively. This can be concluded that the established structural equations are appropriate. Figure 7 shows the constructed model.
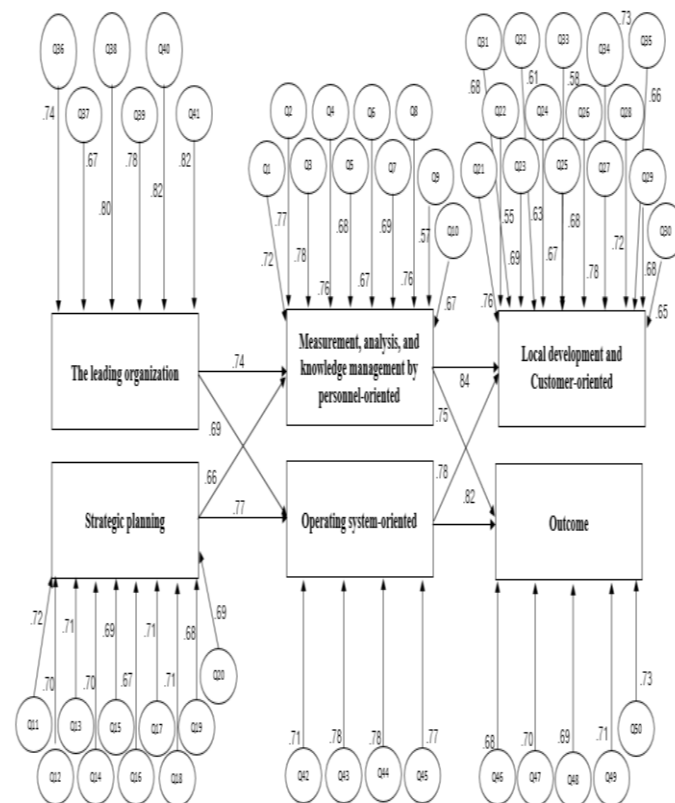
A structural equation modelling of Rajabhat University administration in local development to excellent performance

Part Three (The expert review)

Assessing the appropriateness and feasibility of a model of Rajabhat University administration in local development to excellent performance.

The expert review for the appropriateness and feasibility of a model operates by 20 experts. In an overview, a model of Rajabhat University administration in local development to excellent performance is suitable at the highest level (Mean values 4.30 - 4.50, respectively).

The overall feasibility of a model of Rajabhat University administration in local development to excellent performance is suitable at the highest level (mean 4.15-4.35, respectively).

A Model of Rajabhat University Administration in Local Development to Excellent Performanceshows as below:
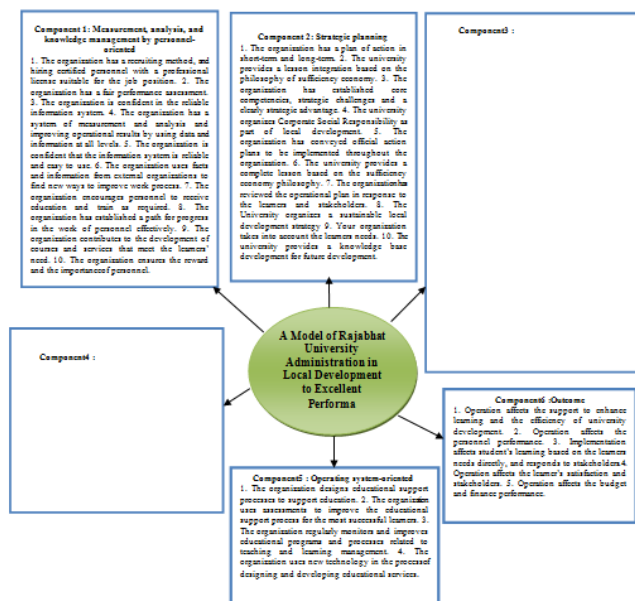
Discussions

The research findings The study to explore the causal factors affecting the local development administration to excellent performance can be categorized in six components.

The component 1: Measurement, analysis, and knowledge management by personnel-oriented is the first importance the highest average. As for the study, the key variables of the measurement, analysis, and knowledge management by personnel-oriented include recruiting and employing the personnel with certified qualifications and a suitable professional license according to the job position. This is probably because personnel are considered as the heart of the organization. The skilled personnel with expertise have a positive effect on the organization This finding is consistent with Jaruriyanon (2010: 353-356) who found that personnel was emphasized on being a person who pursued learning and operated by knowledge management and cooperated with universities, affecting the development of a change management model to drive knowledge management for Rajabhat UniversityThe component 2: Strategic planning is the second importance. The result shows that strategic planning includes variable of the organization has formulated both short-term and long-term government action plans. This is presumably because the situation of higher education institutions in both the public and private sectors is becoming more competitive. Preparation of the Government Action Plan in short and long term is flexible which can be adjusted according to the actual situation. This finding conforms Jaime Rivera and Víctor Alarcon (2017) who discovered that putting the work results into a strategic plan would maintain a quality system.The component

3. The study have shown that the key variables of local and customer-oriented development, include organization that listens to learners' opinions, and provides facilities for learners. This is probably due to the Rajabhat University has collected feedback, listening, and interaction processes with stakeholders to find needs / satisfaction / dissatisfaction / facility and listening to the student's opinion. Information

from hearing opinions brings up a plan for next year. This viewpoint is consistent with Jaru-ariyanon, W. (2010: 353-356) who found that personnel: emphasized on being a person who pursued learning, performing tasks, using knowledge management, and cooperating with universities, affected the development of a change management model to drive knowledge management for Rajabhat University. Besides, this conforms to (Keyser2004: Abstract)The component 4: The leading organization is the fourth importance. The study shows that the key variables of the leading organization are: the organization collects and analyzes strengths, weaknesses, opportunities, and obstacles, including relevant information in the civil service planning process. This is followed by the executive provides operational results and feedback to improve operational effectiveness. This point conforms to Jaru-ariyanon (2010) who found that the development of an educational quality management system by EdPEx was conducted by a successful organization supported by senior management with a good role model, a learning atmosphere, goals of knowledge management to meet organizational purpose, clear communication, the focus on people and learning from operations.The component 5: Operating system-oriented is the fifth importance. The study shows that the key variables of operating system-oriented includes the organization designing processes for supporting education in various fields to support education. This is probably because the educational management in the 21st century requires a process of teaching and learning both in the classroom and learning from innovation or technology, which helps learners to learn faster. If an agency or organization supports to design a new system, the operating system-oriented is even more efficient. This is followed by the organization applying assessments to improve the educational support process for the learner to be the most successful. This is consistent with (Maesincee, et al 2015: abstract) who found that assessment reform by the formative assessment system affected the development of Thai education with the preparation for the 21st century. The component 6: Outcome is the sixth importance. The study shows that the key variables of outcome includes the operation affecting the support to increase learning and potential of university development efficiency. This is probably because the educational management and the potential development of learners with cognitive skills are essential in the 21st century.This is consistent with Thipphong (2013) who found that implementing a management approach to excellence needed a feedback report to provide the improvement on various issues according to management approach to excellence.

Conclusion

The study of a model of Rajabhat University administration in local development to excellent performance contributes to the school administrators and educational institution stakeholders, to apply the information obtained from this research as a guideline for planning, improvement, or solutions to problems, and to carry out the mission of being a tertiary institution for local development thoroughly and efficiently.An actual local development university must have responsive management to the local community in

every way. The local community has high expectations of the university as an agency supporting local development in every area based on local wisdom, Thai wisdom, and universal wisdom. Administrators of 38 Rajabhat Universities should be aware and give importance to policy-making. The administration should strengthen the policy guidelines for Rajabhat University administration, and encourage faculty and students to recognize the importance of the mission of the Rajabhat University for local development, such as the policy to focus on management to become a university for regional development, the integration, and cooperation in planning area development. Educational institutions can implement the research results of management condition weaknesses as a guideline for planning and improvement to build management success and mobilize Rajabhat University to local development. Each element that becomes important and strength of management can be developed to progress towards international standard goals in the Rajabhat University context.

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