



International Joint Accreditation

The Accreditation Report
For Nakhon Si Thammarat Rajabhat University

Date of On-site Visit: 11 July, 2024

Date of Report: 31 October, 2024

1 Accreditation Status: Accredited

Validity Period: November 1, 2024 to October 31, 2030

On the evidence considered by the Review Team, Nakhon Si Thammarat Rajabhat University meets International Joint Accreditation Standards which is approved by the International Joint Accreditation Committee.

This report is to certify that the accreditation is conferred on the related regulations of “International Joint Accreditation Standards.” For Nakhon Si Thammarat Rajabhat University, the achievement of the six baseline standards is shown in Table 1 and Figure 1.

Standard 1: Mission, Goals & Strategy	4	Standard 4: Faculty	3
Standard 2: Internal Quality Assurance	4	Standard 5: Social Connection	4
Standard 3: Teaching & Learning	3	Standard 6: Governance	3

Table 1: The achievement results of each baseline standard

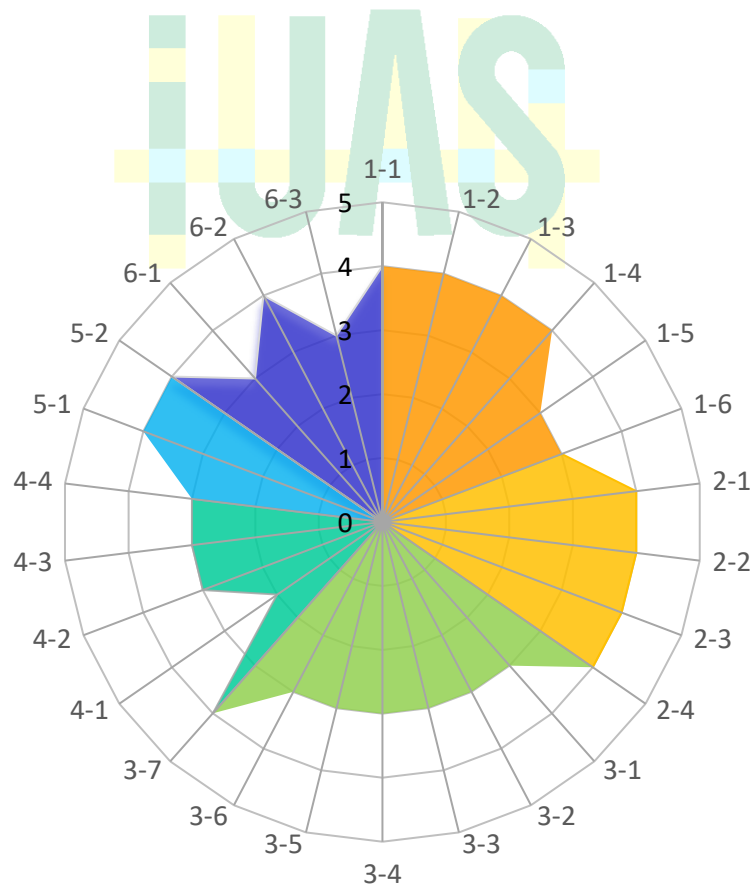


Figure1: The achievement result of each performance indicator (Appendix A)

Performance Level		Reference Standard
5	excellent	Results are excellent and distinctive in every aspect. The HEI fully achieves its visions and goals, and its performance is outstanding.
4	very good	Results are excellent and distinctive, and there are appropriate evidences.
3	good	The implementation of the basic requirements of the university is effective and has sufficient evidence to prove it.
2	requiring improvement	The implementation situation has not reached the basic requirements for operating a university, or the implementation results have not met the standards, or the supporting information is insufficient.
1	insufficient	There is a significant gap between the implementation situation and the basic requirements for operating a university, or there is no specific planning or action, or there is a major lack of implementation.

2 Executive Summary

Nakhon Si Thammarat Rajabhat University (NSTRU) was established according to the announcement of the Ministry of Education dated January 9, 1957, and first opened for teaching on May 17, 1957, with the Certificate of Education curriculum. After 12 years, it was elevated to the status of "Nakhon Si Thammarat Teachers College" as announced by the Ministry of Education on February 13, 1969, with a certificate program in higher education. On February 14, 1992, the name was bestowed. "Rajabhat" instead of the word "Teachers College" along with other teachers colleges throughout the country. After that, the act was enacted to regulate, supervise, and develop the institution "Rajabhat Institute Act" in B.E. 2538 (1995). Later, there was an amendment under the name "Rajabhat University Act, B.E. 2547 (2004)" stipulating that they have the status of a higher education institution under the Ministry of Education. The objective is to provide academic and professional education at the degree level, conduct research, provide academic services to society, improve, develop and transfer technology, preserve arts and culture, produce teachers, and promote teacher qualifications. NSTRU has become a higher education institution under the Ministry of Higher Education, Science, Research and Innovation. NSTRU has a mission to teach both bachelor's and doctoral levels along with research, knowledge creation, and innovation, local development and preservation of arts and culture, networking, and management for continuous and sustainable development under the

philosophy of "Enlightening the City, Enriching the Country, and Driving towards International Standard".

NSTRU establishes the twenty-year university development plan, five-year operational plans, and five-year university transformation plans, all of which are publicized on the university website (in Thai). Deployment of these plans is conducted through the annual operational plan of each agency. The university sets the direction to reflect the future towards internationalization. In 2020, the philosophy was established: "Enlightening the City, Enriching the Country, and Driving towards International Standard " and began driving through the vision. NSTRU defines 5 missions: (1) producing graduates, (2) conducting research, (3) local development, (4) preserving arts and culture, and (5) administration, which comply with the Rajabhat University Act, B.E. 2547 (2004) and the Higher Education Act 2019. Each faculty presents its vision, mission, and philosophy on its website (in Thai), and some faculties also show their identity, uniqueness, and strategy on the website as well. The university participates in international university rankings, such as Sustainable Community Development (SCD), Green University, and Sustainable Development Goals (SDGs), and receives a ranking in SCD and high rankings in the Green University of the Southern Region. However, there are several issues that need to be addressed to become a university of international level, because the direction to internationalization is started at the operational level of teaching and learning, research and social/community connection. To achieve the vision of internationalization, more proactive and effective strategies should be considered. It is suggested to publicize important information of NSTRU, as well as report of self-study and self-evaluation results in the English website to promote the international standardization of NSTRU. It is important to provide feedback on the result of the evaluation as well as on the risk analysis, in that the university will be able to align the performance of agencies with its mission, goals and strategies for further improvement.

NSTRU has established policies for educational quality assurance, conducted internal quality assurance and external quality assurance under the Educational Act of Thailand, and complied with the Ministerial Regulations on Higher Education Management Standards B.E. 2561 (2018) and 2565 (2022), well-aligned with the university's strategic vision. NSTRU has conducted educational quality assurance at three levels (curriculum, faculty, and institution level) accordingly. The internal quality assurance system covers all functional parts of the university under the philosophy of "Enlightening the City, Enriching the Country, and Driving towards International Standard". Internal quality assurance system at the program level is performed under the ASEAN University Network Quality Assurance (AUN-QA) Standard, at the Faculty Level, Academic Support Unit Level, and University Level is performed under the Education Criteria for Performance Excellence (EdPEX) Standard, and at the External Quality

Accreditation Level is performed under the International Joint Accreditation Standards (iJAS Plus). NSTRU publicizes the results of its self-study and self-evaluation, and documents of the university and affiliated departments' results on its website, mostly in Thai: <https://qa.nstru.ac.th/>; and reports the annual results of all 3 levels for internal quality assurance to the Office of the Higher Education Commission (OHEC) through the CHE QA Online system. There are several critical issues that need to be addressed for future development. Fully and effective application of the EdPEX standard system at the faculty level and institutional level would support quality enhancement of all missions other than education such as research, community services, social connection and Arts/cultural conservation. To meet the vision of internationalization, NSTRU may consider fully implementing the international educational quality standard system (AUN-QA) on all curriculum assessments, and the EdPEX standard system for faculties, academic and non-academic support units, and institutional level. Revision of the whole process and procedures of the NSTRU quality system should be performed regularly to fulfill adequacy and improvement aspect. Outcome and impact of the continuous improvement process should be presented. A strategic way to become a university of international level, NSTRU may be preferable to set up its criteria and standards, because the internal quality assurance system at present may be minimum requirements and needs further upward development by NSTRU itself.

NSTRU specifies policies about education and implements the announcement of “The Council Policy of Nakhon Si Thammarat Rajabhat University from 2021 to 2024”, in which an urgent policy is “Drives to update the original courses and develop new courses to modernize the country’s change, promote cooperative education and integrated education with work (Cooperative and Work Integrated Education: CWIE). Emphases are placed on cooperative education, English proficiency, and digital literacy. NSTRU systematically designs the curriculum and offers courses suitable for each degree program. NSTRU clarifies the image of the faculty of teachers, based on the Higher Education Standard of Course in 2015, and it is specified that all the teachers must follow the Code of Conduct Compliance Manual in 2008, in which 9 aspects of ethics are indicated. In addition, the university defines the Faculty Management policy including the vision of the Smart University’s implementation, which includes Smart Learner, Smart People, Smart Mission and Smart Organization. Well-defined faculty qualifications and continuous development policies. Besides, NSTRU assigns each faculty to have 1 faculty/1 service area, and 1 faculty/at least 1 research project. NSTRU carries out various measures to stimulate students’ learning and effectively manages studies in both physical and academic stimulation measures. Unique to

NSTRU is promoting transportation to Green University's rules. One of the specific features of NSTRU is high scores in the UI Green Metric World University Ranking, indicating that the NSTRU is highly appreciated as a green university. NSTRU sets criteria as well as minimum criteria for each course to assess and evaluate the student's learning results and assesses and evaluates the student's learning outcomes using both criterion- and group-referenced, various assessment methods. NSTRU determines the annual student admissions plan, which is included in the curriculum details booklet (Thai Qualifications Framework for Higher Education: TQF) for all fields of study, both at the undergraduate and graduate levels. NSTRU has extensive support systems/facilities and offers student services, including 1) High-speed internet service system; 2) Quality classrooms equipped with Smart Classroom technology; 3) Central library providing access to resources for education and research; 4) Comprehensive student services such as academic and lifestyle counseling, information on scholarships, educational loans, job opportunities, professional development resources, and support for transitioning into professional life; and 5) a budget allocation for educational media, teaching aids, educational trips, and student convenience services, from enrollment to graduation, facilitated through the NSTRU App. There are several recommendations for NSTRU to become an international-level university; To promote cooperative education and integrated education with work (CWIE), NSTRU should provide opportunities to study CWIE to faculty members and other staff. NSTRU also should provide information on how feedback from students and faculty is incorporated into course design, offer detailed information on specific development programs and their outcomes, and show examples of how these programs have improved teaching quality or research output. Since all faculty members must develop student's ability to learn in accordance with the TQF, the university should provide opportunities to study TQF to faculty members and other staff. Reviewing student learning outcomes along with the feedback from alumni, employers, and other stakeholders, NSTRU needs a process to update the curriculum. NSTRU should provide and publish specific examples of policy implementation and their impact on students' learning outcomes. NSTRU should provide more detailed information on specific assessment methods and their effectiveness, showing examples of assessment methods used in different courses and their effectiveness. NSTRU should include information on how students are informed about evaluation criteria and how feedback is used to improve methods. Achievement of the curriculum learning outcomes should be monitored and thus established. Assessment of curriculum learning outcomes of each curriculum is expected to be performed, presented and utilized for the PDCA cycle on the improvement of the teaching and learning process. NSTRU should publicize data on

students admission numbers, along with student applied numbers, student retention ratio, pass rates, dropout rates, and average time to graduation as well as the improvement/revision of the annual student admissions plan. Finally, NSTRU should provide specific examples of how support systems have positively impacted academic performance and well-being and how support measures have positively impacted student learning outcomes as well as specific examples, quantitative data, and detailed descriptions of successful initiatives. NSTRU needs feedback from students on support systems, including data on student and faculty satisfaction with facilities. These are examples to be required for self-assessment of NSTRU to sufficiently prove and promote its well-structured system for an international university.

NSTRU boasts a well-structured system for faculty development (FD) across multiple dimensions, including teaching, research, local development, arts and culture conservation, and management. This systematic approach ensures that faculty members receive comprehensive support and resources to excel in their respective fields. Additionally, NSTRU demonstrates a strong commitment to faculty growth through various development mechanisms. These include enhancing qualifications, advancing academic positions, and offering extensive training programs. This diversity in development opportunities ensures that faculty members are continuously improving and staying current with the latest advancements in their disciplines. NSTRU ensures transparency and adherence to regulations through detailed recruitment, hiring, and performance evaluation processes. This comprehensive approach guarantees that faculty members are selected based on merit and that their performance is consistently monitored and evaluated to maintain high standards. Moreover, the University excels in integrating research outcomes and industry cooperation into its educational programs. This alignment with market demands not only enhances student learning opportunities but also ensures that academic programs remain relevant and beneficial to both students and the industry. There are some issues to be addressed to promote and enhance abilities of faculty members from the viewpoints of international standards. To enhance the effectiveness and comprehensiveness of FD, NSTRU could incorporate internal communication efforts for enhancing mutual understanding among faculty members and include examples of specific training programs or workshops related to teaching skills and professional knowledge, detailing their outcomes. Additionally, implement internal communication strategies such as regular newsletters, internal forums, and faculty meetings to share success stories and best practices, fostering a culture of continuous improvement and mutual understanding. Add examples of successful research

projects conducted by faculty members and their impacts on the university and local community. Enhance internal communication by organizing research symposiums, seminars, and internal publications that highlight these projects and their outcomes. This will illustrate the effectiveness of the research development stages and promote a shared vision of research excellence. Highlight specific projects or collaborations between faculty members and local communities, detailing the outcomes. Emphasize how faculty research has directly benefited local development initiatives. Use internal communication channels such as intranet updates, community boards, and collaborative meetings to share these stories and encourage faculty participation and awareness of local development efforts. Provide more examples of activities or programs led by faculty members related to arts and culture conservation, along with their impacts. Enhance internal communication by creating a dedicated cultural bulletin, organizing cultural events, and encouraging faculty to present their work at internal conferences. This will enrich the section by demonstrating the NSTRU's dedication to preserving and promoting cultural heritage through faculty involvement. Include specific examples of support staff development programs aimed at faculty members and detail their outcomes. Use internal communication tools such as training portals, feedback sessions, and regular updates from management to ensure that faculty members are aware of available development opportunities and can share their experiences and feedback, fostering a supportive and informed environment. Incorporate examples of faculty members who have successfully advanced through the recruitment and evaluation processes. Use internal communication platforms such as staff newsletters, success story features, and mentoring programs to illustrate the effectiveness of these processes and provide real-world examples of FD and career progression within the university. This will enhance transparency and mutual understanding among faculty members.

NSTRU has established policies for collaboration with the community sector. One of the unique features of the policies is that the university is dedicated to implementing the Royal Philosophy of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua for local development. NSTRU also has established a Center for Excellence for Local Development in the Southern Region and the Pa San Soi Learning Center, which may characterize the NSTRU as a unique university collaborating with the community. NSTRU has been ranked in the Sustainable Community Development (SCD) Ranking for the fiscal years 2021-2023. NSTRU was ranked 6th in ASEAN in 2023. NSTRU continuously receives research funding for local development from various sources, including the Fundamental Fund (FF) from Thailand

Science Research and Innovation (TSRI), the Strategic Fund (SF) from the Program Management Unit on Area-Based Development (PMU A) and the Knowledge Management (KM) Research and Utilization Fund from the National Research Council of Thailand (NRCT). There are several recommendations to NSTRU for its establishment as a rural international university. NSTRU should establish and publish criteria for engaging in partnerships with other industry partners to assess the tangible advantages to be obtained before signing a contract. The government funds provided to NSTRU tend to decline annually, as demonstrated by the two-tier budgeting in recent years. As such, the university should look for ways to boost its revenue from internal operations, such as academic services, research, joint ventures, donations, etc. The NSTRU's academic services have produced a great deal of remarkable works, many of which have had a highly beneficial, both financial and non-financial impact on communities, enterprises, and even education. To encourage more of these stakeholders to take part in these activities, the institution should publicly promote these initiatives on its website and/or during its annual conferences.

NSTRU has well translated its vision, mission and goals into action through the Nakhon Si Thammarat Rajabhat University Council Policy 2021-2024, addressing both urgent and long-term needs, guiding the university's operational plan, and ensuring alignment across all university, faculty, and curriculum levels. To monitor the University Council Policy, a dedicated steering committee is assigned to oversee its progress. NSTRU implements a well-defined organizational structure with clear roles and responsibilities for its administrative units. Regular reviews and adjustments guarantee optimal efficiency and effectiveness at both the university and agency levels. The operational plan, encompassing both medium-term and annual goals, outlines a unified vision, strategies, and measurable targets. It assigns specific indicators, responsible parties, project activities, budgets, and personnel for each initiative. To support education through technology, the university designates the Office of Academic Resources and Information Technology (OARIT) to oversee the Language Center, Central Library, and Information and Communication Technology Center. The following are some suggestions for the governance system of NSTRU as an international-level university. It is expected for NSTRU to be established as an outstanding university according to the strategies for internationalization. It may be preferable to define international benchmark universities in view of the education and research by referring to the Times Higher Education ranking and QS World University ranking. Deployment of internationalization policy should be integrated into routine work of teaching and learning (such as using English teaching-learning media, bilingual teaching, incentive for teaching in

English etc.), and research (such as writing proposal and presentation in English). Succession plan for administrators at all levels should be in place, as well as regular development of administrators to update and uplift the efficiency and effectiveness of the administration of NSRTU. The guidelines provided by the Office of President's Center for Carrying on Royal Initiatives and Local Development for university and agency-level practices related to local development are yet to be publicized. Those guidelines should be publicly considered by all the agencies and organizations involved in local development. It is recommended to publish reports on the university's support for research grants from the research fund. NSTRU needs a plan to apply institutional research to support university management, such as big data analysis for decision-making, to improve university operational efficiency or outcomes. Information systems to collect all data of education, research, administration, and support services should be in place and readily available for administrative decision making and evaluation.

NSTRU establishes policies on arts and culture in accordance with the policies of Nakhon Si Thammarat Rajabhat University Council for the years 2021-2024 to drive the maintenance of arts and culture. There are tangible outputs for local and national arts and culture preservation, such as the Cultural Center of NSRTU, effort coordinating with government agencies/relevant organizations to present "Phramahathat" as a world heritage site, and support establishing an Intelligent Center for Regional Development, aiming to become a cultural tourism local learning center for the Southern region. "Nakhon Si Thammarat Course" is one of the courses in the general education of NSTRU, which consists of historical understanding, geographical and environmental contexts, religion, culture, local wisdom, traditional performances, customs, prominent figures, learning, and acceptance of cultural diversity under the local cultural trend to instill awareness and pride in the identity of Nakhon Si Thammarat. There are varieties of projects and activities that integrate the preservation of arts and culture with teaching and learning, research, and community services/social connection. Faculty members and students were granted 23 Awarded Prizes during Fiscal Years 2021-2023. There are several issues to be addressed for further specialization of NSTRU. Upon reviewing NSTRU's website, it was discovered that the institution's IT system contained truly little information about the arts and culture, and that certain links were broken. Furthermore, there are few "followers" and/or "likes" on The Centre of Arts and Culture's Facebook page, demonstrating the low level of engagement. Therefore, to increase the attractiveness of arts and culture to wider audiences, new channels should be additionally introduced. Regarding gauging efficiency, metrics like the

number of likes or viewpoints expressed in the comments section beneath the posted thread should be employed alongside the visitor count. NSTRU has produced several fascinating results about the preservation of Thai art and culture, although public outreach is still difficult. It is therefore advised to create an easily accessible, accurate, and up-to-date information database system that is available in both Thai and English and to integrate it with the NSTRU's website. NSTRU should conduct a preliminary evaluation if the institution entering into an agreement has a high chance of producing fruitful outcomes before signing a Memorandum of Understanding (MOU). Only institutions with potential should be involved in MOUs. In addition, NSTRU should sign more agreements with other national and international institutes.

The Review Team concludes that NSTRU has satisfied most of the iJAS standards, with room for improvement to become a well-recognized university from the international viewpoint. NSTRU has a strength in the field of local development and preservation of Thailand. In addition, NSTRU has made many efforts in the field of SDGs, SCD, and Green University and achieved top ranking internationally. On the other hand, NSTRU should publicize important information about NSTRU, as well as report of self-study and self-evaluation results on the English website to promote the international standardization of NSTRU. In addition, because NSTRU satisfied the iJAS standards mostly at the minimal requirement level, it is recommended for NSTRU to define international benchmark universities in view of the education and research by referring to the Times Higher Education ranking and QS World University ranking, according to the strategies for internationalization. It may be preferable to establish "Institutional Research" system, that is gathering various data scattered in the university, managing to bring out at any time and systematically and comprehensively analyze them to support institutional planning, policy/strategy formation and decision making. Finally, the Review Team hopes NSTRU would become a unique international university based on Thai culture.

3 Strengths, Specialties and Recommendations

3.1 Strengths and Specialties

(Standard 1) Mission, Goals and Strategy

- NSTRU establishes the twenty-year university development plan (2017-2036), five-year operational plans (2023-2027), five-year university transformation plans (2023-2027), which comply with the National Strategic Plan, Master Plan, National Reform Plan, and National Economic and Social Development Plan No. 12 and 13. All plans are publicized on the university website (in Thai). Each plan consists of strategies, strategic goals and objectives, and indicators. Deployment of these plans is conducted through the annual operational plan of each agency, which is allocated with financial and resources for operation.
- The university sets the direction to reflect the future towards internationalization. In 2020, the philosophy was established: "Enlightening the City, Enriching the Country, and Driving towards International Standard " and began driving through the vision and plan to transform Nakhon Si Thammarat Rajabhat University for five years (2023-2027) with goals for each mission.
- NSTRU defines 5 missions: (1) producing graduates, (2) conducting research, (3) local development, (4) preserving arts and culture, and (5) administration, which comply with the Rajabhat University Act, B.E. 2547 (2004) and the Higher Education Act 2019.
- Each faculty presents its vision, mission, and philosophy on its website (in Thai), and some faculties also show their identity, uniqueness, and strategy on the website as well.
- The university participates in international university rankings, such as Sustainable Community Development (SCD), Green University, and Sustainable Development Goals (SDGs), and receives a ranking in SCD and high rankings in the Green University of the Southern Region.

(Standard 2) Internal Quality Assurance

- NSTRU has established policies for educational quality assurance, conducted internal quality assurance and external quality assurance under the Educational Act of Thailand, and complied with the Ministerial Regulations on Higher Education Management Standards B.E. 2561 (2018) and 2565 (2022), and well-aligned with the university's strategic vision. NSTRU has conducted educational quality assurance at three levels (curriculum, faculty, and institution level) accordingly.

- NSTRU determines structure and units to support and promote internal quality assurance throughout the university, appoints the QA committees, and operates the QA system under the PDCA quality cycle.
- The internal quality assurance system covers all functional parts of the university under the philosophy of “Enlightening the City, Enriching the Country, and Driving towards International Standard”.
- NSTRU internal quality assurance system at the program level is performed under the ASEAN University Network Quality Assurance (AUN-QA) Standard, at the Faculty Level, Academic Support Unit Level, and University Level is performed under the Education Criteria for Performance Excellence (EdPEX) Standard, and at the External Quality Accreditation Level is performed under the International Joint Accreditation Standards (iJAS Plus).
- NSTRU publicizes results of self-study and self-evaluation, and documents of the university and affiliated departments’ results on the website: <https://qa.nstru.ac.th/>; and reports the annual results of all 3 levels for internal quality assurance to the Office of the Higher Education Commission (OHEC) through the CHE QA Online system (compulsory).

(Standard 3) Teaching & Learning

- The university specifies policies about education and implemented the announcement of “The Council Policy of Nakhon Si Thammarat Rajabhat University from 2021 to 2024”, in which the “Drives to update the original courses and develop new courses to modernize the country’s change, promote cooperative education and integrated education with work (Cooperative and Work Integrated Education: CWIE), both short-term courses that are non-degree regular courses (Degree Program) and Credit Bank in offline, online, and long-distance formats” is an urgent policy. Clear articulation of policies aligned with the university's mission and goals. Emphases are placed on cooperative education, English proficiency, and digital literacy.
- The university systematically designs the curriculum and offers courses suitable for each degree program. Comprehensive course development and improvement mechanism/system for designing the curriculum namely, TQF. 2, and to manage the course practice from the beginning to graduation.
- Qualification of faculty members is defined for 4 academic positions: teachers, assistant professors, associate professors, and professors. The university clarifies the image of the faculty of teachers, based on the Higher Education Standard of Course in 2015, and it is specified that all the teachers must follow the Code of Conduct Compliance Manual in 2008, in which 9 aspects of ethics are indicated, i.e., 1) ethics of themselves, 2) ethics of

professionals, 3) ethics of operations, 4) ethics of the organization, 5) ethics of the supervisor, 6) ethics of the subordinates, 7) ethics of the co-workers, 8) ethics of students and service users, and 9) ethics of the public, community, local and society. In addition, the university defines the Faculty Management (FD) policy including the vision of the Smart University's implementation, including Smart Learner, Smart People, Smart Mission and Smart Organization. Well-defined faculty qualifications and continuous development policies. Emphases are placed on management, English proficiency, and research development. The faculty organization supports at least 4 functions (teaching, research, academic service, and cultural preservation) according to TQF. Besides, NSTRU assigns each faculty to have 1 faculty/1 service area, and 1 faculty/at least 1 research project.

- The university carries various measures to stimulate students' learning and effectively manages studies in both physical and academic stimulation measures. The university grants credits and degree awards according to the Ministry of Education's Notice on the Bachelor's Degree Program Standard in 2015. Unique to the NSTRU is promoting transportation to the Green University's rules. One of the specific features of the NSTRU is high scores in the UI Green Metric World University Ranking, indicating that the NSTRU is highly appreciated as a green university. The university has off-campus areas covering 206 acres, including a forest learning center spanning 192 acres and a local development-focused learning center spanning 14 acres. Commitment to maintaining high-quality facilities and achieving high rankings in the Green University Ranking. Academic stimulation is evidenced by the employment status of graduates over 85% and by the satisfaction of graduate users around 4.6. Employment rates and graduate satisfaction are traced. In 2021-2023 the university graduates are employed at 85.58%, 86.95%, and 85.63%, and the satisfaction levels of the graduates by the employers are at 4.58, 4.59, 4.60 out of 5.00, respectively.
- The university clearly sets criteria as well as minimum criteria for each course to assess and evaluate the student's learning results, according to the Standards for undergraduate programs, B.E. 2558 (2015), Standards for graduate programs, B.E. 2558 (2015), and so forth. The university also sets the Domains of Learning Standards of five qualifications, consisting of 1) Moral and ethical aspects, 2) Knowledge, 3) Intellectual skills, 4) Interpersonal and responsible relationship skills, and 5) Numerical analysis skills, communication and use of IT skills.
- The university assesses and evaluates the student's learning outcomes using both criterion- and group-referenced, various assessment methods. The instructor of each course has the autonomy to determine the weightage of assessment methods and mid-term and final exams scores. The learning outcome standards of the curriculum are in the following 5 areas: (1) Morality and Ethics, (2) Knowledge, (3) Cognitive Skills, (4) Interpersonal Skills and Responsibility, and (5) Numerical Communication and Information Technology Skills, as

specified in the course description. Detailed criteria for evaluating learning outcomes using various assessment methods. Use of various assessment methods ensuring accurate evaluations. A comprehensive approach to evaluating learning outcomes in multiple areas. Comprehensive and fair evaluation process.

- The university determines the annual student admissions plan, which is included in the curriculum details booklet (TQF) for all fields of study, both at the undergraduate and graduate levels. Well-defined admissions policy.
- The university has support systems/facilities and offers student services, including 1) High-speed internet service system (281 access points for the NSRTU-WiFi); 2) Quality classrooms equipped with Smart Classroom technology; 3) Central library providing access to resources such as books, journals, research works, theses, and databases from international sources through automatic/electronics library system; 4) Comprehensive student services including academic and lifestyle counseling; information on scholarships, education loans, job opportunities, professional development resources, news and updates within and outside the university, career guidance, and support for transitioning into professional life; and 5) a budget allocation for educational media, teaching aids, educational trips, and student convenience services, from enrollment to graduation, facilitated through the NSTRU App. Extensive support systems, including modern facilities and high-speed internet, focused on sustainability and a conducive learning environment. Besides, a maintenance system and evaluation of facilities and services are in place, followed by an improvement plan.

(Standard 4) Faculty

- The University boasts a well-structured system for faculty development across multiple dimensions, including teaching, research, local development, arts and culture conservation, and management. This systematic approach ensures that faculty members receive comprehensive support and resources to excel in their respective fields.
- Additionally, the University demonstrates a strong commitment to faculty growth through various development mechanisms. These include enhancing qualifications, advancing academic positions, and offering extensive training programs. This diversity in development opportunities ensures that faculty members are continuously improving and staying current with the latest advancements in their disciplines.
- The University ensures transparency and adherence to regulations through detailed recruitment, hiring, and performance evaluation processes. This comprehensive approach guarantees that faculty members are selected based on merit and that their performance is consistently monitored and evaluated to maintain high standards.

- Moreover, the University excels in integrating research outcomes and industry cooperation into its educational programs. This alignment with market demands not only enhances student learning opportunities but also ensures that academic programs remain relevant and beneficial to both students and the industry.

(Standard 5) Social Connection

- The university has established policies for collaboration with the community sector. One of the unique features of the policies is that the university is dedicated to implementing the Royal Philosophy of His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua for local development.
- The university has established a Center for Excellence for Local Development in the Southern Region and the Pa San Soi Learning Center, which may characterize the NSTRU as a unique university collaborating with the community.
- NSTRU has been ranked in the Sustainable Community Development (SCD) Ranking for the fiscal years 2021-2023. NSTRU was ranked 6th in ASEAN in 2023.
- The university continuously receives research funding for local development from various sources, including the Fundamental Fund (FF) from Thailand Science Research and Innovation (TSRI), the Strategic Fund (SF) from the Program Management Unit on Area-Based Development (PMU A) and the Knowledge Management (KM) Research and Utilization Fund from the National Research Council of Thailand (NRCT).

(Standard 6) Governance

- NSTRU has well translated its vision, mission and goals into action through the Nakhon Si Thammarat Rajabhat University Council Policy 2021-2024, addressing both urgent and long-term needs, guiding the university's operational plan, and ensuring alignment across all university, faculty, and curriculum levels. To monitor the University Council Policy, a dedicated steering committee is assigned to oversee its progress.
- NSTRU implements a well-defined organizational structure with clear roles and responsibilities for its administrative units. Regular reviews and adjustments guarantee optimal efficiency and effectiveness at both the university and agency levels.
- The operational plan, encompassing both medium-term and annual goals, outlines a unified vision, strategies, and measurable targets. It assigns specific indicators, responsible parties, project activities, budgets, and personnel for each initiative.
- To support education through technology, the university designates the Office of Academic Resources and Information Technology (OARIT) to oversee the Language Center, Central Library, and Information and Communication Technology Center.

(Additional Standard Applicable Only to Thailand) Preservation of Thai Arts & Culture

- NSTRU has set directions for transforming itself in the Strategic Plan for the Transformation of Rajabhat University, Nakhon Si Thammarat Province, Phase 5 (2023 -2027) in terms of local development, cultural conservation, and revitalization, as well as the 5 -Year Operational Plan (2023-2027) for enhancing cultural and Thai identity.
- NSTRU establishes policies on arts and culture in accordance with the policies of Nakhon Si Thammarat Rajabhat University Council for the years 2021-2024 to drive the maintenance of arts and culture.
- There are tangible outputs for local and national arts and culture preservation, such as the Cultural Center of NSRTU, effort coordinating with government agencies/relevant organizations to present “Phramahathat” as a world heritage site, and support establishing an Intelligent Center for Regional Development, aiming to become a cultural tourism local learning center for the Southern region.
- "Nakhon Si Thammarat Course" is one of the courses in the general education of NSTRU, which consists of historical understanding, geographical and environmental contexts, religion, culture, local wisdom, traditional performances, customs, prominent figures, learning, and acceptance of cultural diversity under the local cultural trend to instill awareness and pride in the identity of Nakhon Si Thammarat.
- There are varieties of projects and activities that integrate the preservation of arts and culture with teaching and learning, research and community services/social connection.
- Faculty members and students were granted 23 Awarded Prizes during Fiscal Years 2021-2023.

3.2 Recommendations**(Standard 1) Mission, Goals and Strategy**

- Direction to internationalization is started at the operational level of teaching and learning, research and social/community connection. To achieve the vision of internationalization more proactive and effective strategies should be considered.
- It is suggested to publicize important information about NSTRU, as well as the report of self-study and self-evaluation results on English website to promote the international standardization of the NSTRU.
- It is important to provide feedback on the result of the evaluation as well as on the risk analysis, in that the university will be able to align the performance of agencies with its mission, goals and strategies for further improvement.

(Standard 2) Internal Quality Assurance

- Fully and effective application of the EdPEX standard system at the faculty level and institutional level would support quality enhancement of all missions besides education such as research, community services, social connection and Arts/cultural conservation.
- To meet the vision of internationalization, NSTRU may consider to fully implement the international educational quality standard system (AUN-QA) on all curriculum assessments, and the EdPEX standard system for faculties, academic and non-academic support units and institutional level.
- Revision of the whole process and procedures of the NSTRU quality assurance system should be performed regularly to fulfill adequacy and improvement aspect.
- Outcome and impact of the continuous improvement process should be presented.

(Standard 3) Teaching & Learning

- To promote cooperative education and integrated education with work (Cooperative and Work Integrated Education: CWIE), the university should provide opportunities to study CWIE to faculty members and other staff.
- The university should pick some examples of specific courses and their design process. The university should provide information on how feedback from students and faculty is incorporated into course design, offer detailed information on specific development programs and their outcomes, and show examples of how these programs have improved teaching quality or research output.
- Since all faculty members must develop student's ability to learn in accordance with the Thai Qualifications Framework for Higher Education, TQF, the university should provide opportunities to study TQF to faculty members and other staff.
- Reviewing student learning outcomes along with the feedback from alumni, employers, and other stakeholders, the university needs a process to update the curriculum. The university should provide and publish specific examples of policy implementation and their impact on students' learning outcomes.
- The university should provide data/information on student engagement and feedback.
- The university should provide more detailed information on specific assessment methods and their effectiveness, showing examples of assessment methods used in different courses and their effectiveness. The university should include information on how students are informed about evaluation criteria and how feedback is used to improve methods. The university provides data on student performance and alignment with assessment methods.

Achievement of the curriculum learning outcomes should be monitored and thus established. Assessment of curriculum learning outcomes of each curriculum is expected to be performed, presented and utilized for the PDCA cycle on the improvement of the teaching and learning process.

- The university should show data of students admission numbers: student applied number, student retention ratio, pass rate, dropout rate, and average time of graduation. The university should provide information on the improvement/revision of the annual student admissions plan if it plans any.
- The university should provide specific examples of how support systems have positively impacted academic performance and well-being and how support measures have positively impacted student learning outcomes as well as specific examples, quantitative data, and detailed descriptions of successful initiatives. The university needs feedback from students on support systems, including data on student and faculty satisfaction with facilities. The university should also provide detailed information on specific maintenance activities and their impact.

(Standard 4) Faculty

- To enhance the effectiveness and comprehensiveness of faculty development, the University could incorporate internal communication efforts to enhance mutual understanding among faculty members.
- Include examples of specific training programs or workshops related to teaching skills and professional knowledge, detailing their outcomes. Additionally, implement internal communication strategies such as regular newsletters, internal forums, and faculty meetings to share success stories and best practices, fostering a culture of continuous improvement and mutual understanding.
- Add examples of successful research projects conducted by faculty members and their impacts on the university and local community. Enhance internal communication by organizing research symposiums, seminars, and internal publications that highlight these projects and their outcomes. This will illustrate the effectiveness of the research development stages and promote a shared vision of research excellence.
- Highlight specific projects or collaborations between faculty members and local communities, detailing the outcomes. Emphasize how faculty research has directly benefited local development initiatives. Use internal communication channels such as intranet updates, community boards, and collaborative meetings to share these stories and encourage faculty participation and awareness of local development efforts.

- Provide more examples of activities or programs led by faculty members related to arts and culture conservation, along with their impacts. Enhance internal communication by creating a dedicated cultural bulletin, organizing cultural events, and encouraging faculty to present their work at internal conferences. This will enrich this section by demonstrating the university's dedication to preserving and promoting cultural heritage through faculty involvement.
- Include specific examples of support staff development programs aimed at faculty members and detail their outcomes. Use internal communication tools such as training portals, feedback sessions, and regular updates from management to ensure that faculty members are aware of available development opportunities and can share their experiences and feedback, fostering a supportive and informed environment.
- Incorporate examples of faculty members who have successfully advanced through the recruitment and evaluation processes. Use internal communication platforms such as staff newsletters, success story features, and mentoring programs to illustrate the effectiveness of these processes and provide real-world examples of faculty development and career progression within the university. This will enhance transparency and mutual understanding among faculty members.

(Standard 5) Social Connection

- NSTRU should establish and publish criteria for engaging in partnerships with other industry partners to assess the tangible advantages to be obtained before signing a contract.
- The government funds provided to NSTRU tend to decline annually, as demonstrated by the two-tier budgeting in recent years. As such, the university should look for ways to boost its revenue from internal operations, such as academic services, research, joint ventures, donations, etc.
- The university's academic services have produced a great deal of remarkable works, many of which have had a highly beneficial, both financial and non-financial impact on communities, enterprises, and even education. To encourage more of these stakeholders to take part in these activities, the institution should publicly promote these initiatives on its website and/or during its annual conferences.

(Standard 6) Governance

- It is expected for NSTRU to be established as an outstanding university according to the strategies for internationalization. It may be preferable to define international benchmark

universities in view of the education and research by referring to the Times Higher Education ranking and QS World University ranking.

- Deployment of internationalization policy should be integrated into routine work of teaching and learning (such as using English teaching-learning media, bilingual teaching, incentive for teaching in English etc.), and research (such as writing proposals and presentations in English).
- Succession plans for administrators at all levels should be in place, as well as regular development of administrators to update and up-lift the efficiency and effectiveness of the administration of NSRTU.
- The guidelines provided by the Office of President's Center for Carrying on Royal Initiatives and Local Development for university and agency-level practices related to local development are yet to be publicized. Those guidelines should be publicly considered by all the agencies and organizations involved in local development.
- It is recommended to publish reports on the university's support for research grants from the research fund.
- The university needs a plan to apply institutional research to support university management, such as big data analysis for decision-making, to improve university operational efficiency or outcomes.
- Information systems to collect all data of education, research, administration and support services should be in place and readily available for administrative decision making and evaluation.

(Additional Standard Applicable Only to Thailand) Preservation of Thai Arts & Culture

- Upon reviewing NSTRU's website, it was discovered that the institution's IT system contained very little information about the arts and culture, and that certain links were broken (for example, the link to the Wat Phra Mahathat website led to information that had nothing to do with the temple). Furthermore, there aren't many "followers" and/or "likes" on The Centre of Arts and Culture's Facebook page. It demonstrates the low level of engagement. Therefore, to increase the attractiveness of arts and culture to wider audiences, new channels should be additionally introduced. Regarding gauging efficiency, metrics like the number of likes or viewpoints expressed in the comments section beneath the posted thread should be employed alongside the visitor count.
- NSTRU has produced a number of fascinating results about the preservation of Thai art and culture (shadow puppets, for example). Public outreach is still difficult, though. Therefore, it is advised to create an easily accessible, accurate, and up-to-date information database system that is available in both Thai and English and to integrate it with the university's website.

- NSTRU should conduct a preliminary evaluation if the institution entering into an agreement has a high chance of producing fruitful outcomes before signing a Memorandum of Understanding (MOU). Only institutions with potential should be involved in MOUs. In addition, NSTRU should sign more agreements with other national and international institutes.



Appendix A: The Performance Indicators

Standard 1: Mission, Goals & Strategy	
1	The goals of the university and each school and department are clear and specific, and the goals of each school and department can meet the goals of the university.
2	The university can set the strategy based on its mission and goals, and implement it.
3	The university can set the development goals and a mid- and long - term plan based on the analysis of their goals and internal condition and external environment.
4	The university goals are clear, and the development plans are specific and effective, and can be implemented.
5	The university can set a strategy on internationalization that meets its own conditions and implement it.
6	The university informs the university rules and institution information to academic and administrative staff and students, and publicizes to society.
Standard 2: Internal Quality Assurance	
1	The university sets the policy and procedures for internal quality assurance.
2	The university establishes internal quality assurance system and operates it.
3	The university reviews and improves the effectiveness of internal quality assurance system.
4	The university informs academic and administrative staff and students about information related to internal quality assurance and appropriately publishes it to society.
Standard 3: Teaching & Learning	
1	The information disclosure about “teaching and learning” such as degree awards policy, curriculum design and implementation policy, and admission policy.
2	Rationality of curriculum planning for each degree program.
3	Rationality of the policy of faculty organization and the actual staffing in each schools and departments.
4	The academic staff provides the appropriate teaching methods and assessment methods for classes.

5	Assessment and evaluation of learning outcomes.
6	The support systems for student learning outcomes and its implementations.
7	Resources (software and hardware) such as campuses, buildings, space, and equipment can meet the needs for academic staff's teaching and research activities and student learning.
Standard 4: Faculty	
1	Faculty Development (FD) programs to promote for enhancement of academic staff's professional knowledge and teaching effectiveness.
2	Appropriateness of regulations such as appointment, promotion, and evaluation for academic staff, etc.
3	Academic staff's research and the results of industry-academia collaboration.
4	Return of faculty's research and educational achievement of industry-academia collaboration to education.
Standard 5: Social Connection	
1	Community cooperation, social service, and their implementation.
2	University contribution to society.
Standard 6: Governance	
1	Sustainable development strategy and its implementation.
2	Administration, academic organizations and various committees can be set up and operated in accordance with the needs of university operation and development.
3	The promotions of various growth activities of administrative staff that help improve administrative efficiency.

Appendix B: Review Team

Name	Organization	Title
Akinori Kimura *	Former Tokyo Medical and Dental University	Professor Emeritus, Former Vice-President
Taro Mochizuki	Osaka University	Professor
An-Chi Liu	Feng Chia University	Executive Director, Board of Directors, Honorary Distinguished Chair Professor
Tien-Rein Lee	Chinese Culture University	Professor
Parames Chutima	Chulalongkorn University	Professor
Nuanthip Kamolvarin	Chulabhorn Royal Academy	Associate Professor

*Chief of the Review Team