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## **GUIDELINES FOR DEVELOPMENT EDUCATIONAL MANAGEMENT SKILLS IN THE 21ST CENTURY TO BECOME A PROFESSIONAL EDUCATIONAL INSTITUTION ADMINISTRATOR**

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### **Abstract**

This article studies the guidelines for developing educational institution administration in the 21st century to study the guidelines. Characteristics of educational institution administrators in the 21st century towards becoming professional educational institution administrators This is a mechanism and an extremely important qualification that educational institution administrators should have. To be ready for the development of educational institutions to keep pace with today's world. Because educational institution administrators are important people in managing education effectively. Therefore, one must develop oneself to have knowledge and ability. Has a variety of capabilities to keep up with changes Educational institution administrators must have outstanding characteristics. Have knowledge and skills Have management skills along with morality and experience in educational administration along with developing oneself to have the characteristics of being an executive in the 21st century which consists of Learning skills and innovation Skills in understanding and using digital technology Life and Career Skills Educational institution administrators must have these skills. To develop oneself to be a professional school administrator. Leading educational institutions to success Develop and manage educational institutions to achieve the objectives of continuing education.

**Keywords:** Educational institution administration skills in the 21st century; Educational institution administration; Professional educational institution administrators.

### **Introduction**

The world is rapidly transitioning into the 21st century, and the educational system, which serves as the foundation for preparing individuals for this new era, must adapt to keep pace with the changes. To equip learners with 21st-century skills, school administrators must possess the necessary competencies in educational management. School leaders play a crucial role in advancing education, developing teachers, and guiding students toward successful and efficient outcomes. Education is a vital tool for national development, as it enables citizens to acquire the knowledge and skills necessary for personal and societal progress. School administrators, in particular, are key figures and professional leaders who must demonstrate competence, knowledge, and integrity, along with strong professional ethics. These attributes are essential for the effective organization and management of schools, ensuring both efficacy and productivity (Teera Runcharoen, 2007: 7).

In educational management, school administrators play a crucial role in the success or failure of educational management. According to the National Education Act, the term "administrator" refers to professional personnel responsible for managing each educational institution, both in the public and private sectors. They are considered the key driving force behind the true implementation of educational management, in line with the policy of decentralizing educational authority. The expectation from both educational leaders and the

general public for school administrators is that they should be professional managers. This means being administrators who possess knowledge and abilities, act as academic leaders, and have the capability to mobilize resources and foster collaboration from both internal and external organizations to efficiently manage the school. School administrators must be change leaders, playing a key role in setting policies, vision, and missions. They are directly responsible for overseeing, supervising, promoting, and supporting teaching, learning, and other school operations to ensure that activities align with the established policies. The role of school administrators includes planning, setting policies and objectives for operations, organizing work systems, assigning tasks based on staff members' knowledge and abilities, supervising work, making decisions to solve problems and overcome challenges in the workplace, motivating personnel, fostering relationships and coordinating with both internal and external stakeholders, representing the institution, continuously monitoring and evaluating performance, and improving organizational work systems (Komsan Wongchalee, 2018: 22). It is indeed a significant challenge to effectively manage an educational institution. Achieving success and efficiency in school management requires the integration of various factors. Being a professional director depends on several aspects, including personal readiness, family support, and acceptance from both institutional members and the community. If an administrator is dedicated and committed to their work, this dedication can help build the trust necessary for the path to professionalism. Regardless of their level, all administrators share similar responsibilities, beginning with planning, controlling, monitoring, and evaluating results, as well as providing encouragement and making key decisions, which are considered their primary duties. Therefore, administrators must maintain a positive image and essential principles in their work to achieve the set objectives. Overall, the administration must foster collaboration and satisfaction among team members, ensuring that the work meets its goals within the given time and budget constraints. If this can be achieved, it is considered excellent. However, the ability to be a highly skilled and admired administrator often depends on the environment and circumstances (Somchai Thepsang, 2004: 20-23).

Therefore, school administrators must possess 21st-century skills to keep up with global changes in various fields and apply those skills to improve the process of school management. For school management to develop effectively, administrators must enhance their diverse competencies, being knowledgeable, capable, and mature, while staying up-to-date with global changes. They should integrate new innovations into school management practices. Since school administrators are professional personnel responsible for the management of education, they must continuously develop themselves to possess good qualities in all aspects, which will help them achieve success in school management and ultimately become professional school administrators.

### **Meaning of educational administration**

There are two terms used in the context of management: "Administration" and "Management." Various scholars have provided definitions related to the management of educational institutions as follows:

Rattana Kanjanapan and Somphit Ho-ngam (2006: 45) defined educational administration as the process of managing, controlling, and organizing various services related to teaching and learning processes, the arrangement of the school environment, facilities management, communication, budgeting, public relations, as well as tasks that involve community relations.

Teera Runcharoen (2010: 31) stated that educational administration refers to the process of working collaboratively with multiple individuals to ensure that students develop in all aspects

and achieve the goals of the curriculum. This enables them to develop themselves, their careers, and society, allowing them to live peacefully and harmoniously within the community.

Prachya Wesarat (2011: 1) stated that educational administration refers to the decision-making, directing, controlling, and managing of tasks or activities related to the educational institution, including the management of its business affairs. The aim is to achieve the institution's established goals, and these responsibilities involve teachers, students, and other personnel within the institution.

Anuchit Sukkasi (2017: 12) stated that educational administration refers to managing operations by systematically organizing various activities according to work processes. The goal is to develop the educational institution, including both personnel and students, effectively and to achieve the set objectives.

In summary, educational administration is a process that involves the collaboration of a group of individuals in managing school operations. It focuses on planning the use of administrative resources to maximize their benefits in order to enhance the quality of students and achieve the goals of educational management effectively. School administrators play a key role in supporting, promoting, overseeing, and sharing responsibility for the execution of these operations.

### **Management skills of school administrators in the 21st century**

The management skills of school administrators in the 21st century are crucial characteristics that need to be continuously developed in both school management and self-management. This leads to effective management and educational administration. Several scholars have expressed their views on the essential skills for school administrators in the 21st century.

Worapot Wongkitrungruang and Athip Jittakrik (2013: 133-136) outlined three key skills necessary for the 21st century:

1. Life and Career Skills: These skills are vital for living a happy and fulfilling life and include:

- 1.1 Flexibility and Adaptability
- 1.2 Initiative and Self-Direction
- 1.3 Social and Cross-Cultural Skills
- 1.4 Productivity and Accountability
- 1.5 Leadership and Responsibility

2. Information, Media, and Technology Skills: In the 21st century, technological advancements have a significant influence on society, and administrators should possess the following skills:

- 2.1 Information Literacy
- 2.2 Media Literacy
- 2.3 Information Technology Literacy

3. Learning and Innovation Skills: These include:

3.1 Creativity and Innovation, which involves creative thinking, working creatively with others, and applying innovative ideas effectively.

3.2 Critical Thinking and Problem Solving, which refers to reasoning, systematic thinking, decision-making, and problem-solving.

3.3 Communication and Collaboration, which emphasizes communicating effectively using various media and working collaboratively with others.

Chaiyan Paopan (2015: 301-303) also highlighted the concept of modern skills for school administrators in the 21st century. Chaiyon Paophan (2015: 301-303) stated that the concept of new-age skills of school administrators in the 21st century is as follows:

1. Critical and Creative Thinking Skills
2. Problem Solving Skills
3. Communication Skills
4. Technological and Digital Literacy Skills
5. Organizational Management Skills
6. Personal Management Skills
7. Teamwork Skills
8. Learning Innovation Skills
9. Teaching Direction Skills (Instructional Direction Setting Skills)
10. Sensitivity Skills
11. Adjustment Skills
12. Results Orientation Skills
13. Interpersonal Skills
14. Ethical - Moral Skills

Drake and Roe (1996: 201) suggested that the necessary skills of educational administrators in the 21st century should have 2 skills as follows:

1. Educational and Instructional Skill is a skill that educational administrators need to be educational leaders. They must have knowledge and understanding of teaching and learning, must be knowledgeable and be good scholars.

2. Cognitive Skill is something that educational administrators can develop and is an important part of creating other skills. Educational administrators must have knowledge, thinking, wisdom and vision. Educational administrators cannot be effective educational leaders without knowledge and cannot use that knowledge in a meaningful and creative way.

In conclusion, the administrative skills of educational administrators in the 21st century must have outstanding and appropriate characteristics, have theoretical knowledge, skills, know their roles and responsibilities, have morality, have leadership, know how to solve problems, and must continuously develop themselves in order to lead educational institutions to success, be able to respond to competition and be up-to-date and suitable for the changes in the current world.

### **The meaning of professional management**

An administrator is a leader or head of an organization, whether in a workplace or educational institution. Several individuals have provided definitions of a professional administrator as follows:

Huan Phinthuphan (2005, pp. 15-17) provided a definition by breaking down the term "professional administrator" into two parts: "administrator" and "professional." Starting with the definition of "administrator":

1. Administrator: A person who works to achieve the desired objectives of an organization or institution, often referred to as an "administrator" or sometimes "manager."

2. Administrator: Someone who works with others. Success in management depends on collaboration with others. An administrator is an input, management is the process, and the success or output of management must result from the actions of others, which necessitates having colleagues. As for the term "professional," it is defined as follows:

2.1 Professional: Someone who is highly skilled in a specific field to the point where they can apply their expertise to their profession successfully. Even if they do not directly use their skills in their job, they still possess that high level of proficiency.

2.2 Professional: The term comes from sports, where it is used to distinguish between professionals and amateurs. A professional is someone who earns their living through a particular sport, like professional football. Being a professional involves adhering to a set of rules and standards.

Kittiphat Kanokthadasakul (2003, p. 61) described a professional administrator as someone with knowledge, abilities, and personal and professional characteristics that enable them to manage effectively, using available resources to achieve recognized results and gain the respect of colleagues and the public.

Sripoom Sukman (2009, p. 32) stated that a professional administrator is one who excels in educational management, achieving efficient and effective outcomes while using minimal resources and ensuring satisfaction according to the needs.

Simon (2003, p. 24) defined a professional administrator, or "pro," as someone with a good education, broad experience from various fields, and the ability to solve problems intelligently through systematic, organized, and methodical actions. These qualities are developed through systematic training, learning, and development over a long period, coupled with substantial practical experience.

In conclusion, a professional administrator is someone with the knowledge and ability to manage an educational institution successfully and efficiently. They must combine both the science and art of management, drawing on academic knowledge, experience, and moral principles to guide the organization toward its goals.

### **Characteristics of a professional manager**

To become a professional school administrator, several scholars have outlined different characteristics of a professional administrator, as follows:

Weera Prasertsilp (2003, p. 25) summarized the characteristics of a professional administrator according to Roger Berkman's concept, stating that a professional administrator should have the following traits:

1. High energy: They are passionate, energetic, active, and enthusiastic, never staying idle.
2. Self-confidence: They are determined, diligent, and never disheartened by work challenges or problems.
3. Delegation skills: They believe organizational success depends on collaboration. They know how to assign tasks according to individuals' abilities and maximize the potential of their team.
4. Camaraderie: They foster good relationships among colleagues, encouraging cooperation and unity within the team.
5. Competitive spirit: They thrive on challenges, enjoy working hard, and don't shy away from difficult tasks, always striving for success.
6. Independence: They prefer autonomy, are self-reliant, and take responsibility for their work, focused on achieving their goals without needing supervision.
7. Adaptability: They accept change with optimism and reason, viewing it as a normal part of life, embracing new ideas, and staying humble.
8. Opportunity creation: They don't rely on luck or fate, but instead create opportunities, build a good reputation, and earn recognition without stepping on others to succeed.
9. Motivation: They are driven by the success of their work, rather than personal gain such as titles or wealth.
10. Foresight: They possess the ability to predict future outcomes accurately due to their deep understanding of the tasks at hand.
11. Passion for work: They are work-driven, seeing work as life and achieving fulfillment through their contributions. For them, work is a source of happiness.

Thongthippha Wiriyanphan (2003, pp. 127-136) mentioned the necessary characteristics of a professional manager that should consist of:

1. Pioneer: A professional administrator should have a mindset that seeks out new ideas to improve operations. This could include adopting new management techniques, entering new markets, creating new products, or implementing innovative management styles. Administrators must view pioneering as a challenge to test whether these new ideas are feasible, dedicating their abilities to achieve success.

2. Visionary: A professional administrator must possess the ability to analyze the environment and adjust the organization's direction to fit changing circumstances. They must accept reality and adapt, enhancing their competitiveness.

3. Modern: Staying current with global events, competitors, and especially technology, is crucial. Professional administrators must be ready to leverage modern technology in management to improve competitiveness.

4. Research and Development: Professional administrators should prioritize long-term organizational benefits by focusing on research and development. They should continuously seek to improve and innovate, recognizing development as the organization's core mission.

5. Determined Fighter: In a globalized world where interdependence and competition coexist, professional administrators must be prepared to compete on a global scale, undeterred by obstacles. They must be ready to face uncertainty and turn negative situations into positive outcomes.

6. Coordinator: Professional administrators must be able to bring all parties together to cooperate and support each other. They should work with the government to align collective interests, helping to eliminate problems and obstacles that hinder national growth.

7. Ethical: Professional administrators should uphold professional responsibility, ethics, and morality. They must act in accordance with moral principles to build trust, avoid abusing power, and maintain their ideals without pursuing unjust gains. This will foster a peaceful society.

In conclusion, the qualities of a professional administrator include a spirit of leadership, a broad vision, careful deliberation, fairness, and equality. They must listen to others, turn crises into opportunities, be bold and pioneering, have self-confidence yet remain humble, possess problem-solving skills, plan effectively, assign the right tasks to the right people, foster creativity, and stay current with technology and new management innovations to ensure organizational efficiency.

## Conclusion

In 21st-century education, schools must develop students not only in core academic subjects but also in 21st-century skills, which include learning and innovation, life and career skills, as well as information and technology literacy. The development of school management skills in the 21st century and becoming a professional school administrator are crucial. Administrators must stay informed about changes, continually develop themselves as leaders, become lifelong learners, modernize their institutions, and adapt to various situations. They should possess skills in planning, management, and strategy development, be academic leaders, and have excellent qualities in school administration.

School administrators are not only responsible for managing the school, developing teachers, and improving students, but also for handling numerous other tasks beyond those related to teachers, students, and the school. Therefore, to manage a school effectively and efficiently, a professional administrator with 21st-century skills is required—someone with creativity, who knows how to integrate technology and innovation into school management. This requires a combination of both science and art in school administration.

The role of a school administrator is crucial to the success of educational management. Only by leading the school to achieve its objectives efficiently can one be considered a truly professional school administrator.

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