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## STRATEGIC LEADERSHIP AND ACADEMIC ADMINISTRATION OF EDUCATIONAL INSTITUTION ADMINISTRATORS

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### Abstract

This academic article aims to study the relationship between strategic leadership and the academic management of school administrators, focusing on analyzing the role of strategic leadership in developing educational quality and internal management within educational institutions. Administrators with strategic leadership can create a clear vision and motivate teachers and staff to participate in the development of curricula and teaching methods. Furthermore, it was found that the use of appropriate strategies can enhance the efficiency of academic management and promote sustainable student learning. Therefore, this article proposes guidelines for developing strategic leadership for school administrators to elevate the quality of education in the future.

**Keywords:** Leadership, Strategic leadership, academic management

### Introduction

Thai society has undergone changes and developments in various areas, including politics and education. The development of democracy in the era of globalization has led to the widespread adoption of technology in education, resulting in significant reforms. Good governance is crucial for survival, relying heavily on effective leadership. Early anthropological studies have shown that regardless of the culture, the development of a country requires the development of human resources first (Phra Boon Chai Choti Wongso, 2019). Education is a key tool for developing humans, with school administrators playing a vital role in managing education (Ekarach Khositpimanwetch, 2019).

A central idea regarding the meaning of leadership is that a leader influences the behavior of others, using the art of guidance and command. Leadership has long been a subject of interest and study to understand the components that enable leaders to be effective. Thus, the study of leadership emphasizes the characteristics (traits), power, and behavior of leaders as essential elements (Nalinee Na Nakhon Raktam, 2022).

In an era where education is a key factor in societal and economic development, the strategic leadership of school administrators plays a crucial role in shaping the direction and quality of teaching and learning. Effective academic management requires not only knowledge and skills in administration but also a clear vision and appropriate strategies to create a positive learning environment for students. Strategic leadership refers to the ability to see the bigger picture and plan to achieve long-term goals. Administrators with strategic leadership can inspire teachers and staff to develop curricula and teaching methods that meet the needs of students and society.

## **Leadership**

### **Definition of leadership**

Leadership refers to the demonstration of behaviors related to the use of influence to motivate participants to act in accordance with the objectives set, relying on the art of communication and actions, as well as the knowledge, skills, experience, personality, ethics, and moral values that the educational leader presents to the collaborators in various situations. This is in order to effectively guide the work towards the specific direction and methods aimed at achieving the established goals of the educational institution. (Thimakorn Bunkee, 2020: 11)

Leadership refers to the behavior of managers in using their power or influence to inspire, motivate, guide, or push the personnel within the organization to achieve unity and work together effectively. This collaboration is essential for successfully carrying out the organization's duties and activities to achieve the shared goals that have been established. (Wanwipa Thamprayo, 2022: 12)

Leadership refers to the interaction of individuals with a group that has the influence to persuade and motivate others to take action until they successfully achieve the set goals. Leadership is crucial for all managers or organizational leaders who must be aware and adaptable. Strong leaders can drive and push the organization towards the desired effectiveness and quality. (Nannat Chuaian, 2022: 32)

Leadership is the art and ability to lead and motivate each team member or subordinate to work willingly and enthusiastically in order to achieve the objectives of the group and the organization. The personal characteristics of individuals in any institution are expressed through interactions with the group during work or among participants in the same situation, aiming to drive the group's activities towards goals and success. Therefore, when making comparisons, a leader refers to an individual, while leadership pertains to the characteristics or qualities of a person that enable the group's operations to be effective and achieve the highest success in accordance with the set goals. (Phra Mahayutthapichan Yothasanon, Phra Khru Kasem Acharasunthorn, Phra Khru Sutthum Kittakosol, Pornphimon Phochai-lha, 2023: 7)

Leadership is the process by which a leader uses influence or authority in managing tasks artfully, whether through communication, guidance, orders, or direction, to persuade subordinates to perform their duties to the best of their abilities. This aims to ensure that the organization's operations achieve shared objectives by translating concepts into practice. In other words, leadership is a process of motivation and interaction that enables everyone in the organization to carry out activities successfully according to the defined objectives and goals. (Leadership in Development Management, 2018: 10)

Therefore, it can be concluded that a person's ability to lead and inspire others to work in the same direction in order to achieve the established goals or vision encompasses various qualities, such as effective communication, good decision-making, problem-solving skills, and the ability to build good relationships with followers. Additionally, a leader must have a clear vision and be adaptable to changing circumstances to ensure successful team leadership in achieving the set objectives.

## **Strategic Leadership**

### **Definition of strategic leadership**

Strategic leadership refers to the behaviors of leaders that manifest in the strategic development of the organization. It involves forecasting and maintaining a long-term perspective to clearly define the organization's direction. Such leaders can assess and adjust strategies in line with changes in the environment, and they motivate personnel to work towards a clearly defined development direction and goals. (Wirinthrat Suejoy, 2021: 19)

Strategic leadership also refers to the ability of leaders to influence others in terms of actions, management, and the integration of change, emphasizing human capital, organizational culture, and the transformation of strategic planning into actionable plans. (Pornchai Jedaman, 2019: 31)

Strategic leadership is the process of defining direction, motivating, and inspiring personnel within the organization to innovate and ensure its survival. This type of leadership is a driving force behind the success of strategic management. (Dubrin, 2007: 391)

Therefore, it can be concluded that strategic leadership refers to the ability of leaders to systematically plan and set the direction of the organization, taking into account the overall environment and competition. Strategic leaders must have a clear vision, be able to analyze various situations and data, and determine appropriate strategies to achieve long-term goals. Additionally, they must be capable of fostering collaboration and inspiring personnel within the organization so that everyone moves in the same direction in their operations and important decision-making.

### **The role of strategic leadership**

The role of strategic leadership is crucial for setting the direction of the organization, as well as the ability to read the organizational environment decisively. Conversely, organizations that have been systematically established for a long time often have strategies in place to achieve success more easily. In such cases, the leader may play a significant role mainly in translating strategies into actionable practices. (Thimakorn Bunkee, 2020: 19)

Strategic leaders must excel in both tasks and people. They need to discern the direction in which the organization should move and the methods to achieve that, as well as how to foster participation from everyone in the organization. They should build morale and trust among subordinates. Importantly, leaders must embody good character, ethics, and morality to ensure the organization's sustainable progress. (Tiyakhorn Siriwatthanachaiyakon, Strategic Leadership, 2015: 15)

Therefore, it can be concluded that the role of strategic leaders is vital in providing a broader and more concrete overview of the organization's scope of work. Strategic leadership promotes and supports the establishment and implementation of various activities within the organization according to a clear direction, serving as a concrete guide for members. It helps members understand the vision, objectives, and clear direction of the organization, preventing confusion or conflicts in work, thus enabling the organization to achieve its desired goals and objectives. The role of strategic leadership encompasses several important aspects, as follows:

1. Vision Setting: Create and communicate a clear vision for the organization's future to give the team a definite goal in their work.
2. Situation Analysis: Evaluate both the internal and external environments of the organization, such as market trends and competition, to develop appropriate strategies.
3. Strategic Planning: Define guidelines and action plans that align with the organization's vision and goals.
4. Inspiration: Motivate and inspire the team to ensure everyone is committed to achieving shared goals.
5. Decision Making: Make important decisions based on data and analysis to ensure effective operations.
6. Collaboration: Promote teamwork and cooperation among different teams and departments to achieve unity in implementing strategies.
7. Adaptability: Adjust strategies and operational approaches to adapt to changes in the environment or unexpected situations.

These roles will help the organization develop and grow sustainably in the long term.

## **Academic administration**

### **Definition of academic administration**

Academic management refers to the administration of various activities within a school aimed at enhancing teaching and learning to maximize student learning and educational effectiveness. This includes tasks related to the curriculum, the implementation of teaching practices, instructional materials, assessment and evaluation, teaching media, quality assurance, research on assessment, library management, internal supervision, and academic training, all designed to improve teaching and learning outcomes in alignment with the curriculum objectives. (Thanattha Khunsuk, 2022: 11)

Academic management involves conducting activities related to teaching and learning through processes of knowledge acquisition, research, and meetings, starting from policy formulation, collaborative planning, and improvements in teaching to create effective learning experiences that meet curriculum objectives, ensuring that students gain maximum benefit. Academic management is considered more critical than other administrative functions within the school. (Nappornsakorn Chaiprom, 2022: 16)

Academic management refers to the process of implementing activities aimed at enhancing, supporting, promoting, and improving the educational management systems of institutions in all forms. It encompasses policy formulation, planning, and the improvement and development of diverse learning management strategies, with a focus on ensuring students achieve good learning outcomes, possess effective learning skills, and exhibit desirable characteristics and competencies appropriate to their potential, in accordance with the objectives set out in the core curriculum for basic education. (Kantawut Kande, 2022: 40)

Therefore, it can be concluded that academic management involves the process of organizing and overseeing educational and instructional activities in educational institutions to achieve quality and appropriate educational goals. This includes planning, developing, and evaluating curricula, managing teaching and learning processes, creating a positive learning environment, training and developing teachers, as well as coordinating with parents and the community to foster support and collaboration in improving educational quality effectively.

### **The importance of academic administration**

Academic management is the core of school administration and the most important function within the school, involving the participation of all personnel. School administrators focus on organizing education to meet established objectives according to educational standards and promote the development of students to achieve the highest quality and effectiveness. (Thanattha Khunsuk, 2022: 13)

Academic management is a fundamental principle of educational administration that encompasses the entire educational system. It aims to develop students intellectually, enhancing their knowledge, abilities, virtues, and ethics. School administrators and all related personnel must possess knowledge, understanding, and skills related to academic operations. Additionally, academic management serves as an indicator of the success and capability of administrators in their role as organizational leaders. (Nappornsakorn Chaiprom, 2022: 18)

Administration is a process that involves steps to achieve success, highlighting the importance and benefits of management in facilitating decision-making for operational tasks, while also ensuring that actions are carried out in an orderly manner to adhere to effective processes and yield results. This is due to the recognition of the value of academic management by school administrators. (Thanya Yongyossing, 2017: 17)

Therefore, it can be concluded that academic management is the core of educational administration, holding the highest importance in schools, with participation from everyone in the organization. School administrators must prioritize organizing education in accordance with established standards and objectives, aiming to enhance the quality and effectiveness of students. Academic management also emphasizes developing students' intellectual abilities, knowledge, virtues, and ethics. Administrators and personnel must possess knowledge and skills in academic matters to ensure effective operations. The administration process has clear steps, serving as an indicator of the success and capabilities of administrators as organizational leaders. Thus, academic management plays a vital role in decision-making and operational activities to achieve the set goals.

## Conclusion

Under the trend of globalization, it has been found that an important type of leadership that contributes to success is strategic leadership. This form of leadership reflects the knowledge required to define vision, mission, strategic planning, and the analysis of internal and external factors. These crucial elements lead to accurate forecasting of the future and timely adaptation to changes in the current era.

### **The study of strategic leadership can be summarized as follows:**

1. Importance of Leadership: Strategic leaders play a crucial role in defining the vision and direction for academic management, inspiring and motivating personnel to participate in enhancing the quality of education.
2. Strategic Planning: Administrators should have clear planning to ensure effective academic management, setting goals and strategies that align with the needs of students and educational standards.
3. Collaboration: Building cooperation among administrators, teachers, students, and the community is essential for enhancing learning and improving educational institutions.
4. Evaluation and Improvement: Strategic leaders should regularly evaluate performance and be ready to adjust strategies based on data and outcomes to advance academic management.
5. Personnel Development: Promoting learning and skill development among personnel is another important strategy that enhances the effectiveness of academic management.

Strategic leadership plays a significant role in creating an effective learning environment that meets the needs of students and society, adapting to rapidly changing situations while applying various competencies appropriately.

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