

# The New Generation of Administrators and the Administration of Educational Institutions according to the Principles of Professional Governance

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## ABSTRACT

*Modern school administrators must have outstanding characteristics, appropriateness, theoretical knowledge and skills, roles and duties of morality, and educational administration experience. To lead the school to be successful and able to respond to the competition and modern, suitable for the change of the world, administrators must cooperate with personnel in educational institutions under the mission of the educational institution framework according to the provisions of the National Education Act B.E. 2542, and as amended (No. 2), B.E. 2545. To provide educational services to youth and interested persons in order to achieve the goals of educational management and administrators must manage educational institutions in accordance with the principles of good governance. It is the governance, administration, management, control and supervision of various affairs in order to be in the way of Dharma. That is a person who has morals, virtues, ethics and righteousness which the new generation of executives should have and should practice such as transparency, verifiable and conducting oneself in accordance with the principles of good governance by school administrators conducting oneself as a continuous and consistent role model, and will result in the administration of educational institutions based on good governance. They are the methods that hold each other steadily forever.*

## Keywords

New Generation of Administrators, School Administration, Good Governance, Professional Executives

## I. INTRODUCTION

The Constitution of the Kingdom of Thailand, B.E. 2560, Section 164, which states that the government has the duty in the administration of state affairs carry out reforms in various fields and promote unity and reconciliation of the people in the nation. There are policies related to the mission of the Office of the Permanent Secretary, Ministry of Education. Policy 10 is aware of the promotion of public administration with good governance and protection anti-corruption and misconduct in the government sector take legal measures, cultivating values, morals, ethics and conscience to maintain the dignity of government officials and honesty coupled with effective government management to prevent and suppress corruption and misconduct by government officials. All levels are strictly abolished or amended laws and regulations. Unnecessary regulations create an undue burden on the people or opening opportunities for corruption, such as procurement regulations, permits, approvals, and government service requests. This is a lengthy, time-consuming, repetitive, and costly process for both the government and the public [1].

Management in accordance with the principles of good governance is a widely popular concept especially in the Thai bureaucracy system, the principles of good governance have been applied that should be consistent and appropriate with the context of the educational institution should consist of the rule of law, the principle of morality, the principle of transparency principle of participation principle of responsibility Value principle which these six principles are integrated in the management of educational institutions and

leading to the final goal of educational management is to make quality learners are good people, smart people and happy people. In addition, the Thai government system implementing good public affairs management principles in the administration of state affairs; for the benefit of the nation and the people In accordance with the intent of Section 3/1 of the State Administration Act, B.E. 2545 and the Royal Decree on Criteria and Procedures for Good Public Affairs Administration, B.E. 2556.

Educational institution administrators must be good role models for students, teachers, personnel and educational institutions. both in possession behave in accordance with the principles of good governance generosity have sacrifice and patience, dominate the work, build credibility and acceptance from colleagues and subordinates to be able to work together as a team and have unity and cooperation. For the benefit of the country [2]. As for the Ministry of Education, there is a moral education institution policy. Office of the Basic Education Commission Emphasis is placed on operational standards to lead to the development and upgrading of the quality of education to be standardized and in line with the present condition by adhering to the principles of good governance in education administration and management. carry out Educational institutions must have virtues by administrators, teachers, educational personnel. All students are aware, understand and think rationally. There is a conscience [3] and the school administrators play an important role in affecting the quality of education management. In which modern school administrators must have a variety of skills must be a professional manager that can be directed follow up to enable teachers to manage

teaching in accordance with 21st century education that needs to develop advanced skills of learners [4].

Educational administration is therefore a process of creating a body of knowledge in order to use such knowledge to solve problems or develop educational administration and lead to the development of educational administration further. Therefore, this academic article, the author wishes to present the concept of educational administration of basic education in the 21st century. The content of the article covers management. Learning for 21st Century Skills Educational Administration for 21st Century Skills According to the 20-Year Strategy (2018-2037), the new educational administration must change the role of teachers to be appropriate for the management of education in the 21st century. The 21st century, including developing a learning system that responds to changes in the 21st century where information and communication technology has made a leap forward. In addition, digital technology is involved in the lives of Thai people of all ages. There will be more trends in the future, develop people to have integrity, discipline, curiosity, knowledge, skills, creativity have a good attitude social responsibility, have morals and ethics which the Ministry of Education as the main agency in the education management sector to improve the quality of the country's people realized the importance of this under the vision "Aim to develop learners to have knowledge and morality have a good quality of life happy in society" [5].

## II. SCHOOL ADMINISTRATION

The administration of an educational institution must involve a wide variety of jobs and people. The researcher has studied and researched the ideas of educators both in the country and abroad which gives an idea about the meaning of educational institution administration as follows:

Boonchom Srisa-ard and Surithong Srisa-ard [6] concluded that educational administration is a process and activity in which administrators of educational organizations use leadership to mobilize resources and techniques for applying administrative science and art to use in educational affairs Educational Organization Development and members of society to receive quality education having complete physical, emotional, social and intellectual have knowledge and ability to learn occupation and being a good person of the society according to the goals and policies of the country.

Sutham Thamtasanan [7] has given the meaning that School administration refers to the activities performed by many people together. To develop members of society in every aspect, from personality, knowledge, abilities, attitudes, behaviors, and morals in order to have values that match the needs of society by various processes that rely on the control of the environment to affect the individual and rely on resources as well as appropriate techniques for individuals to develop to meet the goals of the society in which they live.

Jompong Mongkolvanich [8] concluded that educational administration refers to the operation of a group of people. This may be the operation of the administrators together with teachers or school personnel, Director-General or administrators together with professors in the university Minister of Education together with the Director-General of various departments and teachers in various educational

institutions and these groups of people all work together to develop quality people. In order to develop quality people, it has to be done in teaching and learning organizing activities, measuring results, arranging the facility supplies recruiting people to operate or teach in educational institutions student governance for students to be good, disciplined, etc., which these operations are collectively referred to as "Education Administration Missions" or "Education Administration Tasks" sit by themselves with the aim of developing learners.

From the meanings and concepts mentioned above, it can be concluded that Educational institution administration means educational institution administration where administrators cooperate with personnel in educational institutions under the mission of the educational institution framework according to the provisions of the National Education Act B.E. 2542 and its amendments (No. 2) B.E.2545 of educational management by various processes that rely on the control of the environment to affect people and rely on resources and techniques appropriately for people to develop according to the goals of the society in which they live.

## III. GOOD GOVERNANCE

The term Good Governance has been defined in many forms as follows:

Regulations of the Office of the Prime Minister on System Creation Good Corporate Governance and Society 1999 concluded that good governance means the administration of good civil and social affairs, which is an important guideline for organizing the state society private business sector and the public sector. This covers academic departments, operations departments, government departments and business departments able to live together peacefully, having knowledge, love, unity and together being a force contribute to sustainable development and as an add-on strengthening or building immunity to the country in order to mitigate, prevent or remedy any crisis or danger that will arise in the future Because society will feel fairness, transparency and participation which is an important feature of human dignity and democratic governance with the King as Head of State in line with the Thai identity, the constitution, and the current world trends.

Office for Accreditation and Quality Assessment (Public Organization) [9] has concluded that good governance refers to the good management of the country in all aspects and at all levels. Government officials to run the country as partners (Partnership) in determining the fate of the country, but the partnership is not a guarantee that there will be a Dharma state or Good Governance having rules and regulations to ensure transparency, accountability, efficiency, fairness and social participation in formulating management policies, examining, rigorously evaluating.

Sudjit Nimitkul [10] summarized the meaning of good governance as follows: it is the use of political, administrative and economic power in carrying out the activities of the country at all levels with mechanisms, processes, institutions through which people and groups can express their needs and interests exercise of legal rights and duties compromise difference through mechanism those processes and institutions.

In conclusion, good governance means good governance of the country in all aspects and at all levels, compliance with laws, rules, regulations and regulations which is considered to be governing under the law, not arbitrary or the power of an individual must consider fairness and justice and democratic governance with the King as Head of State in line with the Thai identity, the constitution, and the current world trends.

Good Governance (Good Governance) comes from the word Dharma + pastoral means the principles of good governance and society. It consists of 6 basic principles as follows:

### 1. Rule of Law

Rule of law is defined or defined and proposed various ideas as follows:

Civil Service Development Institute, Office of the Civil Service Commission [11] has defined that the rule of law is the enactment of laws and regulations to be up-to-date and fair and accepted by society and society agrees to comply with the law not according to the will or power of a person.

Ministry of Education [12] has defined the rule of law as the rules, regulations, and regulations used in the organization. It is a collective agreement and the enforcement of such rules, regulations or regulations must be fair. It is accepted by all members of the organization. Those rules and regulations must be adopted which the equality of the members in the organization as well as create an image conducive to the control and development of that society as well.

Thailand Development Research Institute [13] has proposed the idea of looking at the rule of law that there should be necessary rules to support (Law) without letting the rules break the rules themselves. It is enforceable (Enforce) without any loopholes in use and the results of the use of the rules are correct (Consistency) without meeting the goal of the holder and use the Rule itself above the goal of the Rule.

From studying the meanings and concepts of the rule of law above, it can be concluded that the rule of law is the enactment of laws and regulations to be up-to-date and fair and accepted by the society and the society agrees to comply with the law, not the arbitrary or the power of the person, and has developed indicators of the rule of law that are consistent with the Royal Decree on Criteria and Procedures for Business Administration Good Country B.E. 2556 put in place 7 principles: 1) separation of powers, 2) protection of rights and liberties, 3) principles of legal binding, 4) legitimacy of content, 5) no offense and no penalty without law, and 6) the supreme law of the constitution.

### 2. Moral Principles

Moral (Ethic) has a meaning or definition and proposed various ideas as follows:

Civil Service Development Institute, Office of the Civil Service Commission [14] has defined that the principle of morality is adhering to the correctness and goodness by campaigning for government officials to adhere to this principle in perform duties as an example for society and encourage people to develop themselves together In order for Thai people to be honest, sincere, diligent, patient, and disciplined occupation with honesty until it becomes a national habit.

The Ministry of Education [15] has defined that morality means adhering to the correctness and goodness promoting

and supporting work with honesty, sincerity, diligence, patience, discipline, and honesty as a national habit Being a good citizen is following the secular Dharmas: 1) truthfulness, keeping the truth, 2) Dhamma, self-restraint, 3) patience, patience, and tolerance, and 4) jaga, knowing how to let go of evil and corruption.

Thailand Development Research Institute [16] has proposed the idea of looking at the moral principle that there should be a concrete ethical framework (Norm) not only expecting only from the consciousness of the abstract morality. There are control measures that must be adhered to (Compliance) by not only relying on norms of prohibition and moral belief, and there are standards for proving wrongdoing and sanctions using emotional standards as a measure and without penalties.

In conclusion, the principle of morality is adhering to the correctness and goodness by campaigning for government officials to adhere to this principle in performing their duties for being an example for society and encouraging people to develop themselves together for Thai people honesty, sincere, diligent, patient, discipline engage in honest occupation until becoming a national habit and have developed indicators of moral principles that are consistent with the Royal Decree on Criteria and Methods of Administration 53 Good Country Affairs B.E. In 2013, 4 principles were set: 1) Free from corruption, 2) Free from disciplinary breach, 3) Neutrality of executives, and 4) Free from violation of professional ethics standards.

### 3. The Principle of Transparency

Transparency principle (Transparency) has a meaning or definition and propose ideas in a variety of ways as follows:

Ministry of Education [17] has defined that the principle of transparency is building mutual trust of people in the organization by improving the working mechanism of the organization to be transparent and verifiable, for example personnel in the organization know the process how it works to contact jobs and can Audits of work within the organization must be transparent in decision-making in management, money management, people management, and good communication within the organization, such as a daily or weekly news distribution. The members of the organization are aware of the movements of the organization.

Thailand Development Research Institute [18] has proposed the concept of the main view transparency that there should be an organizational structure. Management and flow of open work (Structure & Function) by designing the structure and functions of an open organization covering the whole holistic, organizing work and open information (System & Information) by system design open jobs and information distributed across the system and has a working system and process open decision making (Process & Decision) by designing work processes and decisions to be always open for every key step.

King Prajadhipok's Institute [19] has defined that the principle of transparency can be compared to have the opposite or almost opposite meaning to corruption where corruption provides negative meaning and there is a hidden horror Transparency is a term that gives a positive aspect and giving meaning in a peaceful way.

In conclusion, the principle of transparency is building mutual trust of people in the nation by improving the working

mechanism of organizations in all circles to be transparent. People have easy access to information and information that is easy to understand, and there is a process for people to check the correctness clearly and obtaining the main indicators of transparency in accordance with the Royal Decree on Criteria and Methods for Good Country Administration B.E. 2556, there are 4 principles: 1) Transparency in the structure of the work system, and 2) system transparency for you, 3) system transparency about sanctions, and 4) transparency about system disclosure.

#### 4. The Principle of Participation

Principle of participation (Participation) has a meaning or definition and propose ideas in a variety of ways as follows:

Ministry of Education [20] has defined that the principle of participation means giving opportunities to people or individuals in the organization at all levels are involved or affected from administration or operations of the organization has been recognized share opinions, share decisions, and join in support track and monitor compliance with the decisions you have made.

King Prajadhipok's Institute [21] has been defined as the principle of participation refers to the distribution of opportunities for people to participate in politics and administration in decision-making, including the allocation of community and national resources which will affect the way of life and belonging to the people by providing opinions providing advice, consultation, joint planning, joint implementation including direct control of the people.

King Prajadhipok's Institute [22] has proposed the idea of looking at the principle of participation that there should be principles that are essential for the preparation of indicators: 1) providing information to people and stakeholders, 2) listening to opinions, 3) making decisions, and 4) developing capacity through participation.

It can be concluded that the principle of participation is the opportunity for people to participate in acknowledging and expressing their opinions in the decision making of problems important to a community, society or country, whether through public hearings, public hearings, referendums, etc., and have developed key indicators of participation that are consistent with Royal Decree on Criteria and Procedures for Good Public Administration, B.E. 2013 has set 4 principles which are 1) providing information to people and stakeholders, 2) listening to opinions, 3) making decisions, and 4) developing capacity through participation.

#### 5. Principle of Responsibility

Principle of responsibility (Accountability) has a definition or definition and proposes a variety of concepts as follows:

Civil Service Development Institute, OCSC [23] and King Prajadhipok's Institute [24] have defined that the principle of responsibility means the awareness of rights, duties, awareness of social responsibility paying attention to the public's problems and actively solving problems as well as respect for different opinions and the courage to accept the advantages and disadvantages of one's actions. There should be principles that are important for the preparation of indicators, including:

1. Having a clear objective what goals do you want to achieve? Is there a method or strategy? How to achieve the goal and have time to reach the goal (with Clear Intention).

2. The personnel in the organization have a common feeling that they own and realize that everyone in the organization has a share of ownership, not an organization of any one person (with Interlocking Ownership).

3. There must be a working method or mechanism within the organization. To help work achieve its goals, such methods or mechanisms include coordination / timing / communication / decision-making (Effective execution).

4. Not letting go of people who are indifferent to work, do not want to improve themselves. Even if given a chance, there must be no hesitation in dealing with these people. Because it will hinder the work in the organization (Relentless Attack of Dysfunctional Habits).

5. Have a backup plan because if there is a force majeure So that the situation can be rectified immediately (Responsive Recovery).

6. New measurement / evaluation methods need to be introduced and commend those who work according to their goals, in other words. Not using the sponsorship system for evaluation (with Ruthless Measuring of Results).

Ministry of Education [25] has defined that Responsibility means commitment and determination to work to the best of our ability to achieve results in accordance with the rules and regulations of the organization operate with awareness of duty to society. People and the nation take into account the benefits of service recipients and the general public is important as well as accepting the consequences arising from such operations, both good and bad as well as showing the facts of the mission to the public and able to explain the reasons and ready to receive public scrutiny.

Thailand Development Research Institute [26] has proposed the idea of Looking at the principle of responsibility. There should be clearly defined goals and standards as a commitment (Scale) with a clear framework of responsibilities and commitments. There are regulatory measures Control that is consistent (Measure) by being able to maintain a defined framework to continue and has continuous and reliable monitoring and evaluation (Evaluate) by maintaining standards in acceptable frame.

The principle of responsibility means awareness of rights and duties awareness of social responsibility attention to management problems eagerness to solve problems and respect different opinions including the courage to accept the good and the bad from your own actions.

It can be concluded that the principle of responsibility refers to the awareness of rights and duties, a sense of social responsibility, concern for the public's problems and eagerness to solve problems as well as respecting the opinions differentiation and the courage to accept the good and the bad from one's actions and developed key indicators Responsibility in accordance with the Royal Decree on Criteria and Procedures for Good Country Administration, B.E. 2556, with 6 principles: 1) having clear goals, 2) creating joint ownership, 3) internal support, 4) dealing with those who do not work, 5) having a backup plan, and 6) having a monitoring and evaluation system.

#### 6. Value Principle

The principle of value (Value for money) has a meaning or definition and propose ideas in a variety of ways as follows:



Civil Service Development Institute, OCSC [27] and King Prajadhipok's Institute [28] have defined that the principle of value for money refers to the management and use of limited resources for the greatest benefit to the public by campaigning for Thai people to be economical, use things worthwhile create quality products and services that can compete in the world arena and maintain development natural resources to be complete and sustainable by focusing on the best interests of the public in management and use limited resources.

Main view concept worth that there should be a measure to reduce the disadvantage and increase the performance to increase the ability to perform (Competency Measurement) so that the increase in capacity is more than the increase in cost both cost and value capacity building and capacity building are measured to increase productivity (Output Measurement) with a positive proportion of productivity gains proportional to the cost of capacity building and measures to increase work productivity risk control and mitigation loss in order to increase the ultimate value and benefit (Ultimate Value Measurement) where the value and the end value obtained have progressed or developed in a positive way. From a level that has been more than lost, it has evolved to become more without having to waste and develop to be more the greater the loss or the cost is much lower.

King Prajadhipok's Institute [29] has proposed the idea of Looking at the value principle that there should be principles that are essential for the preparation of indicators: 1) The country's resources are limited. How will it be used in various activities to make it useful? The maximum for the majority of the population or the benefit that exceeds the cost of using the resource, 2) The economy is to make the value of the product or benefit higher than the cost in producing or making profits for such benefits Savings are financial indices, 3) Thailand's competitiveness is economic, macro-development, and financial market indices. human resources, government, economic infrastructure Developing and researching science and technology, natural resources and the environment, the ability to manage and manage the private sector.

It can be concluded that the principle of value for money is the management and use of limited resources for the greatest benefit to the public by campaigning for Thai people to be economical use things wisely can create quality products and services compete on the world stage and maintain the development of natural resources to be complete and sustainable by focusing on the maximum benefit to the public in the management and use of limited resources and developed key indicators. The value for money in accordance with the Royal Decree on Criteria and Methods for Good Country Administration, B.E. 2 5 5 6 (2 0 1 3) has set 3 principles, namely 1) the best use of resources, 2) economy, and 3) Thailand's competitiveness.

#### IV. PROFESSIONAL SCHOOL ADMINISTRATORS

Professional executives must be managers who aim to promote and develop, manage and operate for all students to achieve quality learning, committed to providing the perfect education by giving results in all dimensions to students, to create the strength of the community to be a self-reliant

community leading to a complete educational institution management principles that many executives have successfully applied this principle to many are: the principle of self-domination, domination of people, and occupation, which the author has given in detail to explain in order to see clearly is [30].

1. Possessing oneself, you must follow the 4 secular dhammas, namely truth: there are two meanings, the first meaning being truth, the other meaning Talking about living life based on the truth, i.e. being a person who holds the truth as a principle for thinking-talking and acting, is called being a real person, an honest person, an upright person, including using the truth as a principle in determining relationships with others is called being sincere, speaking truth and doing truth. Tama: There are two meanings as well. The first meaning means training one's mind or suppressing oneself not to be a slave to defilements, namely greed, anger, delusion called self-learning, self-training, self-discipline until he can control his mind, control his speech, and control his actions. To be in the good that should be In other words, it means fixing one's flaws and improving oneself to progress with wisdom Tama has a goal that produces wisdom, Khanti: it is patience and determination to work with diligence. by focusing on the goal of the work, not giving up, fighting hard, not shaken, but being a strong person resistant to obstacles until finally reaching the success of the work or success in each stage of life and Jaka: a generous person ready to listen to the suffering, opinions and needs of others, not narrow-minded selfish or selfish but ready to cooperate and help generosity can sacrifice even personal comfort or personal benefit.

2. To dominate people is to know other people look at others optimistically in working with others Dominating people is the hardest thing. Therefore, you should know the principles of dominating people's hearts which the Buddhist principles clearly defined here will be presented only in the important part, namely, knowing how to sacrifice and share with a generous heart. It's a good way to dominate the hearts of people because of being a giver of everything to other people will receive a reward that is more valuable than what is given, that is, to create love, faith, knowing how to choose sweet words others listen and feel comfortable, wanting to be near, wanting to associate with them must be responsible for their own words according to the proverb "Speaking as a master, as a servant" means to think before you speak. say and have to do act as they say Ploy rejoices when others are good. Praise when others are successful in their work be sincere provide assistance in the right opportunity and making oneself a consistent person is to be in constant contact with other people not to miss an episode It will keep working together continuously be kind to each other.

3. Doing work is knowing the work that one is doing and work happily love and like the work that they are doing. There is a way of dominating work, which is to dominate work by using knowledge and wisdom, that is, wisdom and knowledge are mutually beneficial to each other. Know how to search for new knowledge to help improve the work that you are always doing better. To dominate work by using the principle of high determination, success is having love, perseverance, focusing and using wisdom to reflect that job will be successful when the job is done work will be happy love the job and the love and respect for their careers do not

insult or despise one's work professional ethics is to be honest in the work of one's duty, self-domination, dominion, occupation, can be seen as the art of working to be happy anyone who uses the principles mentioned above will have success in their work. Therefore, self-domination is knowing oneself, to dominate people is to know others. As for dominating work is concentration.

## V. SCHOOL ADMINISTRATORS IN NEW ERA

New school administrators, it is evident that the goodness of school administrators is an important mechanism and variable in the management of quality education. It has the greatest influence on quality in the outcomes produced by successful management able to meet the competition and modern and suitable for the changing of the world in the 21st century. Therefore, it must have distinctive and appropriate characteristics, knowledge of theoretical principles, skills, roles and duties, morality, ethics and experience in educational administration in the new era to lead the organization successful [31] which the new generation of executives Must be a person who is constantly learning. Be creative and use innovation ethical. The administrator of the educational institution must be a good role model for teachers, personnel and students to supervise and manage the educational institution to be successful. Therefore, school administrators are the center and most important to the management of educational institutions for educational institutions to be effective and efficient according to their objectives by having to develop oneself to be proficient in all 3 areas as follows:

1. Proficiency in work: This is the ability to manage performance targeted Strategic thinking and management able to solve problems and make decisions and responsible

2. Good people: building leadership that others trust, accept and trust, willing to follow with willingness, must be a change leader be a leader in all directions and being a leader in building a leader.

3. Good development: developing people to grow their knowledge, abilities, and self-confidence, having a good heart, by having to be an effective coach or Performance Coaching, a good consultant or Life Coaching and Consulting and A person with positive psychology.

Qualifications of new managers that executives must have a variety of qualifications in order to manage education, which is constantly changing to keep up with the events that occur by the characteristics of the new generation of executives as follows.

1. A good person with virtue (Virtue) means a person who has morals and ethics. lead a quality life have a good heart possessing desirable qualities both mentally and expressively such as discipline, knowledge of duties, generosity, reasonableness, honesty, diligence, patience, sacrifice, diligence, economical, punctuality, and helping others have a democratic mind respect the opinions and rights of others, protect the environment and able to live with others happily people who lead a quality life have a good heart possesses desirable traits both mentally and behaviorally expressed respect the opinions and rights of others have values that are consistent with the values of most Thai people Be a good

member of your family, community and country. Participate in the conservation and restoration of energy, natural resources, and environment.

2. Vision - Farsightness: Leaders need to have a clear vision in shaping the future in order to be able to move forward with the determination to make their dreams come true knowing the events able to change the organization towards good development visualize the relationship between the vision and the mechanisms that enable the organization's vision to be effectively implemented.

3. Commitment (Determination) means executives who are committed, dedicated, dedicated to work, able to drive work to achieve goals and successful. At the same time, it will be a good role model in the organization cause cooperation in order to develop the organization always make progress.

4. Confidence in what you do (Confidence) means a leader with self-confidence will have confidence in what they do that will allow the organization to achieve its goals as set will make those under his command have confidence in the work enthusiastic when there are obstacles, problems can be solved without giving up, resulting in high-efficiency work and further progress.

5. Participation (Participation) means the administrators allow co-workers to participate in the responsibility of the school work together to think, contribute, help and have a bond in the organization which will bring success to the organization.

6. Dare to change (Change) means executives who have the courage to change the organization both in the management of the agency and in the management of personnel by raising awareness recognize the changes and the consequences of the changes that will occur. Transformative leaders are leaders who dare to change even if they change.

## CONCLUSION

Modern managers must have theoretical knowledge, competence, skills and experience. Educational administration is to be up-to-date, suitable for changes has characteristics of a person who is good at work. The ability in performance management, good at people, is to create leadership that others trust, accept and trust, willing to follow with willingness, and good at developing. It is to develop people for them to grow both knowledge versatility in both academic and technological fields. This is to make confidence in yourself have a good heart and modern, suitable for the change of the world in the 21st century by adhering to the 6 principles of good governance, namely the rule of law, the principle of morality, the principle of transparency, principle of participation, principle of responsibility, and value principle in order to be in accordance with the principle of self-domination, dominating people, and occupying jobs leading to successful school administration.

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