

Strategies for Improving the Quality of Educational Administration in the Digital Era Guidelines for Sustainability

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ABSTRACT

Currently, the development approach for quality of educational administration in the digital age focuses on integrating technology with the administration and development of personnel in the organization by using the principles of strategic administration, change management, and using information and communication technology (ICT) as important tools to improve the quality of education. Educational administrators need to adapt and have the ability to use technology in managing, learning, and evaluation in order to achieve maximum efficiency in administration and responding to challenges in the digital age. The use of the four powers (*Iddhipāda*), is an important strategy to drive the development of educational quality. *Chanda* is the motivation that makes administrators and personnel love their work and are committed to developing the quality of education; *Viriya* is the effort that creates patience and continuous development of the organization; *Citta* is the attention and dedication to the work done; and *Vimamsā* is the analysis and evaluation to improve and develop logically integrating these principles with the use of technology, will help enhance the sustainability of educational administration. This article emphasizes the importance of developing technological infrastructure, community and stakeholder participation in planning and monitoring and evaluation, creating a learning organizational culture, and developing human resources and educational innovation. This is to make educational administration in the digital age effective and consistent with the needs of today's society.

Keywords: Educational Administration, Digital Age, Four Bases of Power (*Iddhipāda*), Quality Development, Sustainability

I. INTRODUCTION

In the current era, the world society is facing a wave of rapid and severe changes in society, economy, politics, and especially technology, which has inevitably disrupted all sectors, including the education sector. Advances in digital technology, such as Artificial Intelligence (AI), the Internet of Things (IoT), and big data, have played an important role in people's lives, changing the way they learn, communicate, and work [1]. The education sector must therefore adapt to these changes, especially in education administration, which is an important mechanism for driving the education system to be of quality, efficient, and up-to-date. Therefore, the development of the quality of education administration is extremely important in the context of social and technological changes. Educational administrators in the digital age need to have a broad vision, the ability to think analytically, solve problems, make decisions, and communicate effectively [2]. In addition, administrators must be able to apply technology to management, learning management, and organizational development to increase efficiency, create innovation, promote learning, and meet the needs of students [3], including creating an organizational culture of continuous learning, sharing, and development. The concept of digital leadership does not only mean using digital technology as a management tool, but also includes being a change leader, inspiring, and empowerment to personnel [4] with emphasis on. [5] Strategic vision executives must have a clear vision, be able to see opportunities and lead the organization to its goals amidst the current of change, creating a digital culture, promoting the use of technology, innovation and continuous

learning, managing digital resources, effectively managing data infrastructure and technology, communication and collaboration, creating communication networks and working together effectively, and digital ethics, taking into account safety, privacy and ethics in using technology. The four principles of influence consist of aspiration (*Chanda*), diligence (*Viriya*), mind (*Citta*) and investigation (*Vimamsā*), which are important principles in life and work [6]. They can be applied as a "driving mechanism" for educational administration in the digital age to lead to success as follows: desire, love, liking, faith, determination in the teaching profession and development of educational quality are important driving forces, diligence, perseverance, perseverance, and patience in continuous self-development and organization. consciousness, concentration, intention, focus in work, problem solving and development, and investigation, using wisdom, analytical thinking, reflection, evaluation for improvement and development. Educational administration based on the four principles of influence is like cultivating the "DNA" of success for executives, teachers and personnel to work efficiently, have determination and be able to sustainably develop the quality of education. This article is, therefore, intended to present proactive concepts and strategies for developing the quality of educational administration in the digital age, focusing on approaches to sustainability, which is an important and essential issue at present. This is because changes in society, economy, and technology have affected educational administration at all levels. This article aims to study knowledge, concepts, and theories related to educational administration in the digital

age, analyze strategies for developing the quality of educational administration in the digital age, and integrate the Four Bases of Power, as well as present guidelines for developing the quality of educational administration in the digital age towards sustainability, as a model for educational institutions. The author sincerely hopes that this article will be useful for administrators, teachers, academics, and those interested in developing the quality of education to keep up with changes in the digital age and achieve the country's sustainable development goals.

II. ANALYSIS OF CURRENT EDUCATIONAL ADMINISTRATION STRATEGIES CURRENT

Educational administration is faced with complex challenges from changes in society, economy, technology and increasing expectations [7]. Educational administrators must therefore have knowledge, understanding and skills in applying modern management concepts and principles to effectively and sustainably develop the quality of education.

Modern management concepts and principles

1. Strategic Management

Strategic management is a systematic planning, implementation and evaluation process that focuses on long-term goals and efficient use of resources. The main principles of strategic management include [8]:

Environmental analysis is the analysis of external factors (opportunities and obstacles) and internal factors (strengths and weaknesses) of the organization.

Determination of vision, mission and goals. Vision is the image of the future that the organization wants. Mission is the reason for existence and goals are what the organization wants to achieve.

Strategy formulation determines plans and methods to achieve goals.

Resource allocation allocates budget, personnel and other resources to support strategy implementation.

Strategy implementation of the plan.

Monitoring and evaluation Monitoring progress, evaluating and improving strategies

2. Change Management

Change management is the process of leading an organization through a period of change to a new and desired state [9]. The main principles of change management include: awareness creation is the creation of understanding and necessity for change.

Partnership creation, which is the creation of a team or group with the power and influence to drive change. Vision development is the creation of a picture of the future after the change.

Vision communication is the communication of the vision in a clear and understandable way. Empowerment is the giving of power and freedom to act.

Short-term achievement creation, which is the creation of small successes to build morale and encouragement.

Maintaining momentum, which is the keeping of momentum and not giving up. Culture creation is the embedding of change in the organizational culture case study in Thailand.

The "Quality Schools in Subdistricts" project is a project that focuses on distributing educational opportunities

by developing small schools in remote areas to have the same quality as large schools [10]. Strategies used include spatial management, curriculum development, learning management and the use of technology.

The "public schools" project is a collaborative project between the public and private sectors in school management, with an emphasis on community participation [11]. Strategies used include decentralization Participatory Governance and the development of "Networks" International Case Studies.

The United States' "No Child Left Behind Act" (NCLB) is a policy that focuses on raising educational standards by setting clear goals and indicators [12]. Strategies used include standardized testing, assessments, and rewards. The United States' "Every Student Succeeds Act" (ESSA) is a policy that builds on NCLB by emphasizing greater flexibility and government participation [13]. Strategies used include decentralization, support, and development.

In conclusion, the analysis of current educational administration strategies shows the importance of modern management concepts and principles, such as strategic management and change management. Educational administrators must be able to apply these concepts appropriately to the context of the organization and environment, as well as learn from case studies both domestically and internationally, in order to effectively and sustainably develop the quality of education.

III. KEY FACTORS IN DEVELOPING THE QUALITY OF ADMINISTRATION

Education is an important foundation for national development. Improving the quality of education is an important mission that all sectors must cooperate on, especially educational administration, which is an important mechanism for driving the education system to be efficient and achieve its goals. Developing the quality of educational administration is the heart of developing the quality of education. In the current era where society, economy, and technology are rapidly changing, educational administration must adapt to respond to new challenges and opportunities [14] by relying on several important factors, such as the use of technology, human resource development, innovation, and participation, which will help improve the quality of administration leading to sustainable quality of education, as detailed below:

Using technology to increase administration efficiency

Digital technology is an important tool that helps increase the efficiency of educational administration in many aspects [15], such as data management, information systems that help store, process, and analyse data, such as student data, teachers, budgets, and academic results, for effective decision-making and planning. In terms of communication, technology helps communicate quickly and comprehensively between administrators, teachers, students, parents, and communities, such as via email, websites, and applications. In terms of learning management, technology helps create interesting and effective media, innovations, and learning activities, such as LMS systems and online teaching media, and in terms of management, technology helps manage administrative work, personnel work and other work

conveniently and quickly, such as registration systems, financial systems.

Development of human resources and innovation in education. People are the most important resource. Developing the quality of teachers and personnel is the heart of developing the quality of education [16]. It emphasizes the development of knowledge and skills, promoting continuous learning in both academic and professional fields, and skills needed in the digital age. Competency development emphasizes the ability to perform real work, such as analytical thinking, problem solving, communication, collaboration, motivation, creating a good working atmosphere, building morale and encouragement, giving rewards, praising, and promoting innovation, promoting thinking, creativity, and the use of innovation to develop learning and administration, community and stakeholder participation.

Education is everyone's business; the participation of the community, parents, local administrative organizations, and the private sector is an important force in developing the quality of education [17], such as participation in planning, jointly defining the vision, mission, and development plan, participation in supporting budgets, resources, and various activities, participation in monitoring and evaluation, jointly monitoring, evaluating, and making recommendations for quality development, and creating networks of cooperation, creating relationships, and cooperation between schools and communities to exchange knowledge, and develop together

In conclusion, developing the quality of educational administration is a challenging but important mission. The use of technology, human resource development, innovation, and participation are factors that support each other. Educational administrators must effectively integrate these factors to lead the organization to success and raise the quality of Thai education.

IV. STRATEGIC RECOMMENDATIONS

Guidelines for sustainable development in education sector

Sustainable development in education sector must integrate various dimensions, including economics, society and environment, with the goal of developing learners to be complete human beings in terms of knowledge, morality and awareness to live together in society happily and sustainably.

1. Curriculum development

The curriculum must meet the needs of learners, society and the country by emphasizing the development of important competencies such as analytical thinking, problem solving, communication, collaboration, desirable characteristics such as honesty, responsibility, discipline, and global citizenship awareness such as respect for differences and peaceful coexistence.

2. Learning management

Learning management must focus on learners (Learner-centered education) by promoting learners to participate in the learning process, think analytically, create and apply knowledge to learn by themselves throughout their lives (Lifelong learning).

3. Teacher development

Teachers play an important role in learner development [18]. Therefore, teachers must be encouraged to develop their

knowledge, skills and teacher spirit, use technology and innovation in learning management, research and development of learning management continuously.

4. Evaluation

Evaluation must be consistent with the learning objectives [19], emphasizing assessment for learning in various authentic assessment methods.

5. Management

Management must support the development of educational quality [20], emphasizing the participation of all sectors, decentralization, transparency, and responsibility applying technology and innovation to develop the quality of administration.

Technology and innovation are important tools in developing the quality of administration [21], helping to increase work efficiency, reduce costs, access information easily and quickly, and communicate more effectively.

1. Information and Communication Technology (ICT). It can be applied to management in many areas, such as the Education Management Information System (EMIS), online learning (e-Learning), and online communication.

2. Management innovation

Management innovation, such as strategic management, risk management, and performance management.

3. Big Data

Big Data is a large amount of data that can be analysed to understand the behaviour and needs of students and the efficiency of education management, trends of change.

4. Artificial intelligence (AI)

AI can be applied in various aspects of management, such as data analysis, decision-making, and consulting.

In conclusion, developing the quality of education towards sustainability requires cooperation from all sectors by applying strategic recommendations appropriately to the context of each educational institution and continuously improving and developing.

V. STRATEGY FOR DEVELOPING THE QUALITY OF EDUCATIONAL ADMINISTRATION IN THE DIGITAL AGE: APPROACH TO SUSTAINABILITY, INTEGRATING THE FOUR PRINCIPLES OF INFLUENCE

In the digital age where information and communication technology play an important role in all sectors, educational administration must adapt to respond to new challenges and opportunities. Therefore, developing the quality of educational administration in this era requires a variety of strategies, focusing on the use of technology to increase efficiency, create innovation, and promote learning. The strategy for developing the quality of educational administration in the digital age, which emphasizes the approach to sustainability through the integration of the four principles of influence, which are important principles in the lives and work of Thai people, in order for educational administration to be effective, committed, and able to develop the quality of education sustainably, is as follows:

1. Development of technology infrastructure (Chanda)

Developing the quality of educational administration in the digital age requires a strong technology infrastructure, which is like a solid foundation of a home. Educational

administrators must have love, passion, and determination (Chanda) in developing technology to promote learning and management. By investing in necessary technologies such as high-speed internet, computers, software, mobile devices and cloud computing [22], develop information systems for management such as learning management systems (LMS), school management systems, databases and data analytics. Promote access to technology for everyone in educational institutions, including teachers, students and personnel [23].

2. Personnel development (Viriya)

Personnel are the heart of educational quality development. Educational administrators must continuously strive (diligence) to develop the potential of personnel [24]. Promote the development of knowledge and digital skills such as training, workshops, coaching, mentoring and self-learning through online platforms, create a culture of learning and sharing such as organizing a learning community (PLC), organizing a forum for exchanging knowledge and using social media to connect and share, develop leadership for teachers and personnel such as assigning challenging tasks, promoting participation in decision-making and creating opportunities for growth.

3. Using technology to increase efficiency (Citta)

The use of technology must focus on efficiency and effectiveness. Educational administrators must concentrate (Citta) in selecting and using technology that is appropriate for the context of the educational institution [25] by using technology to increase work efficiency, such as reducing paperwork, saving time, fast communication, and convenient access to information, use technology to support learning management, such as creating interactive learning media, organizing Active Learning activities, and online assessments, develop modern systems and processes, such as using e-Payment systems, organizing online Queue systems, and using technology to track and evaluate results.

4. Innovation creation (Vimamsa).

Innovation is the key to developing the quality of education. Educational administrators must use wisdom (Vimamsa) to promote and support innovation creation [26] by promoting innovative thinking, such as organizing Brainstorming activities, practicing design thinking, and supporting experimentation with new things, support the development and use of innovative learning media, such as developing AR/VR media, using games (Gamification) in learning, and creating a Flipped Classroom creates space and opportunities for innovation, such as organizing a Maker Space, organizing a Hackathon, and supporting educational startups.

5. Creating a collaborative network (Chanda, Viriya, Citta, Vimamsa):

Creating a network is connecting power and resources. Educational administrators must integrate the 4 principles of influence in creating a collaborative network to develop the quality of education sustainably by creating networks with various agencies such as educational institutions, government organizations, and the private sector, exchanging knowledge, experiences, knowledge, and good practices, sharing resources such as libraries, equipment, and personnel, and cooperating in developing projects and activities for society and the community.

In conclusion, the strategy for developing the quality of educational administration in the digital age must focus on sustainable development, participation of all sectors, and the effective use of technology.

VI. CONCLUSION

The importance of educational administration in the digital age, especially the development of administrative quality that can respond to changes in the modern world. Technological advancements such as artificial intelligence (AI), Internet of Things (IoT) and Big Data have played an important role in every dimension of daily life, affecting learning and working at all levels of the education sector. As a result, educational administrators must have the knowledge and skills to use technology to its maximum benefit. The concept of digital leadership, in which educational administrators must not only use technology as a tool, but also be leaders of change and inspire personnel in the organization. It also emphasizes the integration of the four principles of influence, consisting of Chanda (contentment), Viriya (effort), Citta (determination), and Vimamsa (contemplation) in educational administration. Administrators who adhere to the four principles of influence will be able to drive the organization to change and develop quality effectively. In an era where information technology is an important part of management and learning, educational administrators need to plan strategies for using technology in a creative and sustainable way. The introduction of intelligent data management systems, data analysis, and communication via modern technology will help increase efficiency in decision-making and problem management. In addition, administrators must support teachers and personnel to use technology to develop learning processes and new innovations to improve education. The success of educational administration in the digital age therefore depends on the combination of effective use of technology, strengthening the organizational culture of learning, community participation, and developing personnel who are ready for change, all of which will lead to sustainable development of educational quality in the long term, can be summarized as the following knowledge.



Figure 1 Knowledge of strategies for developing the quality of educational administration in the digital age, a guideline for sustainability (In Thai)

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