



School Management Model for Excellence : A Case Study of Pathum Thep Wittayakarn School Nong Khai Secondary Educational Area Office

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Abstract

The objectives of this research are 1) to study the management conditions of educational institutions towards excellence. 2) to develop the school management model for excellence and 3) to evaluate the appropriateness and feasibility of applying the school management model for excellence. Case Study of Pathum Thep Wittayakarn School, Nong Khai Secondary Education Area Office The target groups are school administrators, deputy directors of educational institutions. Head of Learning Management Group Head of Special Projects Course The student council committee consists of 27 members, and the tools used in the research are questionnaires and interviews. The statistics used in the research were mean, percentage, standard deviation, and content analysis. The results showed that: 1. The condition of school management towards excellence of Pathum Thep Wittayakarn School. Nong Khai Secondary Education Area Office as a whole is at a high level. 2. Development of the School Management Model for Excellence of Pathum Thep Wittayakarn School Nong Khai Secondary Education Area Office consists of: 2 3. The results of the assessment of the appropriateness and feasibility of the model are at the highest level in all aspects.

Keywords: School Management Model for Excellence ; Pathum Thep Wittayakarn School

Introduction

The National Economic and Social Development Plan No. 13 (2023 – 2027) is a clear plan to set the direction and goals of national development. The main goals that Thailand wants to focus on and achieve within the time frame of the plan can be clearly identified as the main goal that Thailand It must be implemented effectively and linked to the sub-goals in each related dimension that needs to be accelerated or adjusted in order to achieve the main goals.



It can strengthen the country to improve its weaknesses. Reduce existing constraints and develop potential to meet the new dynamics and conditions of the world. In order for Thailand to continue to grow continuously and sustainably. In the midst of change. The uncertainty and complexity of the modern world are increasing. (Office of the National Economic and Social Development Board 2022 : 3 - 4)

The management of basic education must be in line with economic changes. In order to develop and strengthen the potential of the nation's people to be able to increase the country's competitiveness by raising the quality of education and learning to the highest quality and international standards in line with Thailand 4.0 and the world in the 21st century, the Ministry of Education, through the Office of the Basic Education Commission, has conducted a review of the core curriculum of basic education. The data from the National Economic and Social Development Plan No. 13, the 20-Year National Strategy and the National Education Plan 2017 are used. – 2036 to be used as a framework for the development of the curriculum of educational institutions and the management of teaching and learning, as well as a guide for stakeholders to understand the learner development goals and participate in promoting and supporting learners to achieve the set goals (Ministry of Education 2017:1)

The Office of the Basic Education Commission has promoted educational institutions to excel. Establish a quality management system in the form of an international standard school based on the operational guidelines based on the criteria of the National Quality Award. (Thailand Quality Award: TQA) Emphasis on quality in the context of Thai feasibility The educational management standards of educational institutions must be consistent and appropriate to create output to learners with standards. Another award of quality, pride and standardization of education management in Thailand. The education agency is responsible for the Royal School Award, which is His Majesty's initiative in promoting the quality of education for students. Students, government educational institutions, and the private sector, as well as focusing on education, religion, and arts and culture, which is a matter of direct human development (Bangbon et al., 2022; Sirathanakul et al., 2023).

The researcher is interested in studying the school management model towards excellence case study of Pathum Thap Wittayakarn School. Nong Khai Secondary Education Area Office in order to use the knowledge gained from the research as a guide to promote the development of school management to meet quality and efficiency standards. of the performance of administrators and teachers in secondary schools.

Objective

1. To study the condition of school management towards excellence case study of Pathum Thap Wittayakarn School. Nong Khai Secondary Education Area Office.



2. To develop a school management model for excellence case study of Pathum Thap Wittayakarn School. Nong Khai Secondary Education Area Office.

3. To evaluate the appropriateness and feasibility of applying the school management model to excellence. Case Study of Pathum Thap Wittayakarn School, Nong Khai Secondary Education Area Office.

Research Methodology

This research is divided into 3 phases:

Phase 1: Study of the School Management Model for Excellence Case Study of Pathum Thap Wittayakarn School, Nong Khai Secondary Education Area Office Conducted by: 1) Study and analyze documents, concepts, 2) To study the empirical data of the knowledge management conditions and school management models for excellence of Pathum Thap Wittayakarn School using a questionnaire to be used to prepare a framework for school management methods for excellence. The target groups used in the research are the director of the educational institution, the deputy director of the educational institution. The students of Pathum Thap Wittayakarn School were selected by selecting 27 specific students and 3) interviewing 27 target groups. Nong Khai Secondary Education Area Office

Phase 2: Creating and Examining the School Management Model for Excellence of Pathum Thap Wittayakarn School Conducted by: 1) Drafting the School Management Model for Excellence of Pathum Thap Wittayakarn School by using the results of document analysis, problem surveys, and interviews from target groups as data for the creation of an educational institution management model for excellence of Pathum Thap Wittayakarn School. Nong Khai Secondary Education Area Office 2) Examine the model by assessing its suitability and accuracy. By qualified and experts with knowledge, abilities and experience related to the management of educational institutions towards excellence. The variables studied were the appropriateness and accuracy of the school management model to the excellence of Pathum Thap Wittayakarn School, Nong Khai Secondary Education Area Office.

Phase 3 Evaluate the appropriateness and feasibility of applying the school management model to the excellence of Pathum Thap Wittayakarn School. It is carried out by bringing the model created and verified from Phase 2 to the target audience. Evaluate the appropriateness and feasibility of applying the school management model to excellence. The target groups used in the research were the Director of the Educational Institution, the Deputy Director of the Educational Institution (4 people), the Head of the Learning Content Group (8 people), the Head of the Special Project Program (6 people), and the Student Council (8 people). Nong Khai Secondary Education Area Office



Results

1. Educational Institution Management Conditions for Excellence of Pathum Thap Wittayakarn School Nong Khai Secondary Education Area Office in terms of organizational administration as follows: 1) Executive leadership and strategic planning are at a high level. The development of teacher quality and the organization of the learning process are at a very high level in all items.

2. Development of the School Management Model for Excellence of Pathum Thap Wittayakarn School The Nong Khai Secondary Education Area Office found that there were 2 The main components are:

2.1. Organizational management consists of 1) executive leadership, which is to determine the vision, objectives, values, and expected actions, appoint a committee according to the structure of the educational institution, appoint a supervision committee to monitor various projects, and bring the conclusions to prepare information, and 2) strategic planning, which is to analyze the conditions, strengths, and weaknesses. (SWOT) Bring the strategic plan into practice, appoint a committee and summarize it to prepare information for planning, development and dissemination.

2.2 Learning management consists of 1) Management, which is to plan for students to analyze their needs to organize learning activities. Determine and implement tasks in accordance with the performance evaluation strategy. Organize a joint planning meeting with the whole management. Teachers, students School Board 2) Teacher quality development is that the school prepares a personnel development plan according to the assigned workload that matches the abilities of the academic, budget, personnel, general administration, training, seminars, meetings for personnel development, supervision, monitoring, summary and evaluation, and 3) Organizing a learning process that focuses on a variety of curriculum, which is to provide education that meets the needs of students with a focus on learners. Creating student satisfaction Prepare a guideline for personnel, improve student achievement, appoint an internal supervision committee, and monitor the organization of a diverse and effective learning process.

3. Results of the assessment of the appropriateness and feasibility of applying the school management model to excellence A case study of Pathum Thap Wittayakarn School, the Nong Khai Secondary Education Area Office is at the highest level in all aspects.

Discussions

1. From the condition of school administration to the excellence of Pathum Thap Wittayakarn School. Nong Khai Secondary Education Area Office It was found that the overall picture was very high, which was in line with the research of Sripairawan, R. (2012) who studied the current state of management towards excellence of international standard schools



at the primary level. It was found that the average value was at a very high level in all aspects in order. As follows: Leadership of executives, strategic planning, teacher quality, management, and learning process management. As for the management of educational institutions towards excellence of Pathum Thep Wittayakarn Hospital, it was found that the management with the highest quality system was averaged. This may be due to the fact that the school has an administration that adheres to the principle of decentralization and participation in education management, which can be managed according to the needs of stakeholders. Executives lead the organization, are flexible, can develop strengths, weaknesses, analysis, Swatch According to the principles of strategic planning, the result is academic excellence, teachers, learners, and schools, which are in line with Ka-Ho Mok (2003) I studied the "Decentralization and Marketing of Education in Singapore: A Case Study of the School Excellence Model." The objective of this course is to examine and study the philosophy and principles of the model of excellence of educational institutions in Singapore. Because the government provides opportunities for educational institutions to develop their full potential, it proposes a policy of decentralization because it hopes that educational institutions are important and flexible to develop their strengths. Presentation of Excellence for Educational Institutions (School Excellence Model: SEM) This is in line with Rattiya's research. The Hiran family studied the conditions and problems of school management towards excellence of Ban Pong Daeng School. Affiliated with the Tak Primary Education Area Office, District 1 It was found that the seven components of the management condition were as follows: 1) Leadership of the organization 2) Strategic Planning 3) Focusing on learners and stakeholders 4) Measurement, Analysis and Management 5) Focusing on people 6) Practical Focus and 7) The high level of learner outcomes may be due to the fact that the management has managed the organization by setting visions, objectives, and objectives. The values and expected performance of the school are clearly in line with the research of Amonprasit, B. (2015) Research on the Management Model for Excellence of Provincial Kindergartens It was found that the management model for excellence of provincial kindergartens consisted of: 4 The elements include: 1) One of the pillars of management for excellence 2) Executive Committee for Excellence 3) Scope of Management to Become and 4) Management Approach to Excellence Policies, philosophies, and goals aimed at excellence have been formulated, giving priority to academics in terms of teacher and learner quality. Suphasophon, C. (2510) has researched the development of a change management model towards excellence in the state's basic education institutions. The strategy of restructuring the organization by commanding them to participate in a limited circle of decentralization and capacity building for members of the organization. The factors that change to success depend on the personal performance of the school administrators. Contributing factors include resource management. The participation of external network personnel, as well as the research of Kaewla, W. (2015), has researched. Regarding the management of educational institutions to international standard



schools of schools affiliated to the Regional Office of Secondary Education. 37 It was found that the overall management of the school was at a high level, including the research of Sopha, S. (2017) It was found that the management of medium-sized educational institutions towards excellence is affiliated to the Secondary Education Area Office. 25 Khon Kaen Province is as follows: 1)Leading organizations that set policies to continuously promote and support sustainability. 2)Strategic planning is analyzed. SWOT Analysis Into practice 3)Focus on learners, listen to opinions, and emphasize participation. 4)Measurement of Knowledge Management Analysis Using Education Quality Assurance System and Learning Management Development 5)Promoting the development of the potential of teachers and personnel to meet the standards according to the parent agency. 6)Focus on achieving the objectives by integrating the philosophy of the Sufficiency Economy and the King's Science in all activities. 7)As a result, the school has developed in all aspects towards excellence and managed towards success in a systematic manner.

2. Establishment Management Model for Excellence of Pathum Thep Wittayakarn School Nong Khai Secondary Education Area Office It was found that there are main components. 2 The elements are: 1)Organizational Administration and 2)Each component of learning management has sub-elements and information in management. There is information in management by setting vision, objectives, value The expected performance of the school is clear. Formulate policies that are appropriate to the context of the educational institution to prepare work development. Clearly define roles and duties, appoint a supervision committee to monitor the executive report summary project in order. The summary results according to the action plan for information preparation for the management and publicity of the organization's elements include: Organizational leadership, strategic planning, and personnel development The management must have a management plan, the establishment of an administrative control structure, Strategic planning and personnel development planning are important for quality system management and are in line with the research of Boonyapho, S. (2012) on Basic School Management Model, affiliated to the Primary Education Regional Office towards Excellence. It was found that there were the following elements: 1)Leadership of school administrators 2)Learning Management Process 3)Strategic Planning 4)Human Resource Management 5)Management process and 6)Expectations and Success of Learners in the Basic Education School Management Model for Excellence It is characterized by multiple elements, with the leadership aspect of school administrators. Expectations for learners' success In terms of strategic planning and management, the experts are of the opinion that the school management model is accurate, comprehensive, appropriate and feasible. Similar to the research of Suekrasae, T. (2013), it was found that: 1) First, the management of private schools towards excellence has: 4 In terms of personnel management, it was found that executives have leadership and professional executives build morale for teachers. There is an effective supervision system. In terms of general administration, it was found that:



Reduce the chain of command Participatory management using technology and innovation in teaching and learning. In terms of academic management, it was found that the quality of teachers was emphasized. Organize special classrooms to promote morality and ethics, use external learning resources, focus on measuring and evaluating results according to real conditions, and emphasize Thai language proficiency. Teaching languages in the ASEAN community The native speakers of budget management found that the budget was used effectively to reduce the risk of external sources of funding. 2) The management of private schools towards excellence is problematic. 4 In terms of academic administration, it was found that most of the students with academic achievement were accepted, and in terms of budget, it was found that there was a lack of budget for investment in the welfare system, and the quality of personnel management was not good. It was found that the morale and morale of teachers decreased, young teachers resigned to take the exam to become civil servants, and older teachers had problems in preparing media. ICT In terms of general administration, it was found that private schools compete with each other, and the government policy on private education management is not clear. Teachers perform many duties, and 3) The strategy for private school management to excellence is as follows: Interactive Strategy and in line with the research of Sopha, S. (2017) The results of the study showed that: 1) The phenomenon of school management towards excellence of Wang Yai Wittayakom School is the implementation of strategic planning organization, learner focus, measurement, analysis and knowledge management, personnel focus. 2) The approach to school management towards excellence of Wang Yai Wittayakom School can be summarized as follows: Leading the organization should have a learning system developed. Strategic planning should be the pursuit, creation, development, use of knowledge and innovation, focus on learners, measurement, analysis and knowledge management. Focusing on people, focusing on performance, and results should determine progress indicators. 3) The development of the quality of learners consists of international standards. Characteristics of Thai character development in analytical reading and desirable characteristics that are in line with Surapon's research. Pimsorn, S. (2014) has researched on the strategy for improving the quality of learners of educational institutions affiliated to the secondary education area. 4) It was found that the quality of learners in being a good person is at a good level, the quality of learners in being good is at a good level, and the quality of being a happy person is at a good level. The strategies used to develop the quality of learners of successful educational institutions are those used to develop learners to be good people. Cooperation strategy is a strategy to cultivate morality, ethics, desirable attributes, and a strategy to cultivate a sense of Thainess. Preservation, inheritance, and transmission of local culture and ways of life in accordance with the principle of self-sufficiency economy and in line with Udom's research. Chuliwan, U. (2016) conducted research regarding the model of developing the quality management system of secondary schools towards international excellence, it was found that it consisted of: 7 For example: 1) Leadership of the organization



2)Strategic Planning 3)Focusing on learners and stakeholders 4)Measurement & Analysis & Management 5)Focusing on people 6)Practical Focus and 7)Learner outcomes

3. Results of the Audit of the School Management Model for Excellence of Pathum Thap Wittthaya School, Nong Khai Secondary Education Area Office It was found that there was a suitability and feasibility of use. Teachers, parents, and students, who are stakeholders, have an understanding of the content, process and management methods of development towards excellence, which is in line with the country's policy on improving the quality of education towards international standards. 2553 – 2555 of the Office of the Basic Education Commission and is consistent in terms of management and management of the research of Amonprasit, B. (2015) Management Model for Excellence of Provincial Kindergartens It was found that there were 4 The elements are: 1)From Management to Excellence 2)Executive Committee for Excellence 3)Scope of Management for Excellence and 4)The management approach to excellence and the evaluation of the model found that it was appropriate and could be applied in provincial kindergartens at a high level. Prasitnok, B. (2019) The study of the school management model towards excellence of secondary schools affiliated to the Secondary Education Area Office, District 27, found that there are main components: 3 For example, organizational management. Learning Management and Learner Quality Development 3) The model of school management for excellence of secondary schools affiliated to the Secondary Education Area Office District 27 is appropriate and has a high level of possibility. Evaluation of the model by users shows that there is a high level of possibility.

Suggestion

Research Suggestions

In applying the results of research on the school management model to excellence. : A Case Study of Pathum Thap Wittayakarn School, Nong Khai Secondary Education Area Office to Apply Educational institutions should proceed as follows:

1. Educational institutions should set goals. In developing the school with a focus on learners to have both knowledge and morality by following the PDCA process.
2. Educational institutions should prepare SWOT Analysis
3. Educational institutions should manage in a friendly manner in asking for cooperation instead of commanding.
4. Stakeholders in the operation must implement the process and role concretely by relying on supervision to monitor the progress of the development of standard classrooms continuously.
5. Schools must decentralize administrative power to teachers and educational personnel. Students and the community are truly involved in planning operations and making decisions.



6. Schools must manage themselves to be flexible, flexible, and free to plan. Practice to develop and solve problems by yourself systematically.
7. Schools must encourage stakeholders to participate in the management of education. The Board of Directors of Basic Education Institutions is able to fully perform their roles and duties and encourages the community to see the importance and mutual awareness of support.
8. The school must have good management and comply with the provisions of the law, be transparent and fair, have a systematic inspection and balance, and create a cost-effective management to promote the quality and standards of education of the school.
9. Teachers and educational personnel in schools must be developed or educated about the development of classrooms to meet the standards according to the indicators to create awareness, knowledge and mutual understanding.
10. The school's education management must take into account the interests of learners by encouraging and facilitating teachers to organize learning activities to the best of their abilities and for students to develop to their full potential.
11. Schools must build trust and faith from parents and the community.
12. Schools must have an effective communication and publicity system in order to disseminate their work and create happiness.

Suggestions from the next research

1. There should be research on the development of a network of international standard educational institutions using qualitative research and participatory operational research, which may use the target group of schools with achievements in learner development at the international level, with teachers who have won national or international awards, etc.
2. There should be research on the development of leadership with excellence of teachers in large secondary schools and qualitative research and comparative research to bring the results of the analysis to the development of the school management model in accordance with the context, problem conditions and needs of the school.
3. There should be evaluation research to apply the results of the development and improvement of the model and expand the application in other affiliated educational institutions to be more effective.
4. There should be research on the characteristics of high-level leaders that affect the management of educational institutions towards excellence of schools affiliated to local government organizations.



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