

## Strategic Challenge: The Role of Leaders for Quality Management toward Excellence

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### Abstract

The study was to determine strategic challenges of leaders for development higher education toward excellence. The principles of education management to excellence were important and interesting to manage quality in overall. The study was made in total quality management (TQM). There were three phases in the research, Phases 1 synthesis journal of research, Phase 2 focus group discussion and Phase 3 case study and best practices. The results showed that strategic challenges of leaders for development higher education toward excellence into four main themes. They were: Customer Focus, Management by Processes and Facts, Results Orientation, and the role leadership and good governance.

**Keywords:** Strategic challenge; Total quality management; Excellence

### Introduction

Education reform in accordance with The Education Act of B.E. 2542 prescribed that all the Thai people had education equally with quality. Therefore education agencies emphasized on education quality management. There were several kind of quality education management such as accreditation of teachers, performance indicators system, rankings, total quality management, Rankings, standard quality system ISO 9000, quality control, quality auditing, quality assessment, quality assessment to manage education with quality. Universities could use several concepts to apply their works [1-3].

There is instruction to magnificence advancement by association and gathering of individuals. The individuals join in the action that prompted complete the mission. This would be permanent group. There is group organized for each one's authority. Regulations should be made to abide. Universities or academic places are shown that there are groups of people joined in systematically. There are targets or objectives together.

There is cooperation to achieve the goal or objective needed. There are important factors 1) Human Grouping, and 2) Objectives or Goals.

In developing universities to excellence, those who have to be developed are 1) administrators, who have important role in developing and this needs most developing and 2) teachers who are the heart of process. The composition of development are 1) development of concept and attitude that everyone has the feeling of being an owner of school and together build good culture of the organization and 2) skill, administration, management, teaching are develop to standard as said that both administrator and teachers are professional. Strategies used in developing are development of the system, and development cycle of PDCA. After developing, both people and target are in accordance with the nation education and have the standard of the external evaluation which is the first basic step to achieve and to keep quality. This is to insurance quality and standard of treatment to those who use the service [4-8].

### Objective

To set challenges of administrator in developing higher education institution towards excellence.

### Research Methodology

The study was defined in 3 stages.

Stage 1: Document synthesized and foreign research related to taking Quality Management System in all (TQM) of higher education institutions to set the challenges to develop the higher education institutions.

Stage 2: Focus Group Discussion of 11 people.

Stage 3: Case study of Khon Kaen University.

### Research conclusion

To set challenges of administrator in developing higher education institution towards excellence includes 4 subjects as 1) Customer Focus 2) Management by Processes and Facts 3) Results Orientation 4) The role leadership and good governance.

### Strategic challenge

- Customer Focus can be made by strategy to promote good life to learners. Strategy to develop learners to have quality more than competitor. Strategy to respond expectation is more than students expect and there were efficient management strategies of complains.
- Management by Processes and Facts is for organization to have efficiency and effectiveness by reducing cost of instruction management with no less quality. Result base management and using the risk management process to control and monitoring are used with university which will make the performance completed. The research has all the performance analysis result to determine the chance of improvement and to develop to excellence and transfer to practitioners. This emphasizes on fixing the problem

and makes it durable. Tools of management should be ready to use like TQM, Kaizen, BSC, etc.

## Results

The performance is achieved above the rivals. The considerations should be the results of learners, focus on learning achievement, the attribute of desirable learners, learners' development according to identity. Graduates have got employability which is the target of the institute and learners. The employers are satisfied with the quality of learners at high level. Graduates have built reputation for university. They can live in the society happily. The result of the operation is in according with strategic objectives, action plan, and work plan. Competition results both in the country and abroad were satisfied and also the possible challenging target configuration.

The leader needs to be good example in leading organization with vision and good governance. The leader should precipitate; urge the team and concerned people in managing the organization creatively, with good governance, ethics, and leadership. The vision and target are clear and possible. The leader should urge all the personnel to take part in administration, keep good image and fame of the university. The leader supports the personnel to have academic performance. The leader allures the followers to cooperate in developing the university to excellence. The leader makes the people in the university happy, and focuses on community, supports community, and helps strengthen the community. The knowledge, technology, and researches are spread to community through the process of teaching and learning and academic service.

Suggestions for research and determination of strategic development of university.

- Develop graduate quality, emphasize on desirable graduate with attribute identity.
- The balancing point between the University of Research and learning and teaching.

- Develop the quality of curriculum and be international.
- Learning management and experience to learners.
- Developing the quality of personnel both teachers and support line.
- Set the direction of research; promote to have a portfolio of research, synthesis of knowledge on research.
- Academic service, leading to social problem correction, meeting community need. Set the standard of academic service.
- On art and culture, promote deep research on art linking to local.

## Conclusion

To set challenges of administrator in creating advanced education organization towards incredible incorporated 4 subjects such as Client Focus, Administration by Processes and Facts, Results Orientation, The part authority and great administration.

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