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**ADMINISTRATIVE AND STRATEGIC MANAGEMENT OF THE HIGHER EDUCATION SYSTEM IN UKRAINE**

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**Abstract**

**Introduction.** *The main instrument of the society political system is the state, which through management mechanisms influences the processes taking place in the education field. Public management of the higher education modernization process is to achieve a managed positive qualitative change in the educational system of Ukraine, which includes a number of essential components: innovative processes management in higher education, their financial and logistical support; the implementation of processes regulation of advanced educational technologies; clearly planned and coordinated management of the modern promising human resources development in the education field.*

*The **purpose** of the article is to reveal the theoretical and methodological foundations of administrative and strategic management of the educational services system for the successful administrative influence formation of the state on the modernization processes in higher education in Ukraine.*

**Results.** *Theoretical approaches to the definition of the conceptual and categorical apparatus of "administrative management of higher education", "the higher education system strategic management", "public management of higher education modernization" are studied. The state policy realization features of the higher education domestic system modernization in the direction of its European integration are considered. The structural and functional features of state management of modernization processes in the higher education field are highlighted. The peculiarities of the regulatory framework formation in this area are revealed. The conceptual principles of the process administration of higher education modernization in the context of modernization, European integration, and innovative transformations in the higher education system of Ukraine are studied.*

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**Conclusions.** *It is proved that the administrative and strategic management of the higher education system leads to the settlement of supply and demand in the educational services market. The directions of the higher education modernization strategy and mechanisms of state management of this process are determined. The appropriate content and forms of public administration of innovative development of the educational sector are developed. The necessity of applying the experience of EU countries, in particular, Slovakia, in the conceptual foundations' formation for the management of the higher education modernization process in Ukraine is substantiated. Some problems in higher education institutions need a further urgent solution, in particular: inefficiency of management processes, insufficient logistics, low level of scientific and technical potential, etc.*

**Keywords:** *administrative management, strategic management, public administration, education, modernization.*

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**АДМІНІСТРАТИВНЕ ТА СТРАТЕГІЧНЕ УПРАВЛІННЯ СИСТЕМОЮ ВИЩОЇ ОСВІТИ В УКРАЇНИ**

**Анотація**

**Вступ.** Головним інструментом політичної системи суспільства є держава, яка в тому числі через управлінські механізми впливає на процеси, що відбуваються в галузі освіти. Державне управління процесом модернізації вищої освіти полягає в досягненні керованої позитивної якісної зміни в освітній системі України, що включає низку суттєвих складників: керівництво інноваційними процесами у сфері вищої освіти, їх фінансове й матеріально-технічне забезпечення; регулювання процесів упровадження передових освітніх технологій; чітко спланований і злагоджений менеджмент розвитку сучасного перспективного кадрового потенціалу освітньої галузі.

**Метою** статті є розкриття теоретико-методологічних засад адміністративного та стратегічного управління системою освітніх послуг для формування успішного адміністративного впливу держави на модернізаційні процеси у вищій освіті в Україні.

**Результати.** Досліджено теоретичні підходи до визначення понятійно-категоріального апарату «адміністративного управління вищою освітою», «стратегічного управління системою вищої освіти», «державне управління модернізацією вищої освіти»; розглянуто особливості реалізації державної політики модернізації вітчизняної системи вищої освіти в напрямі її євроінтеграції; виділено структурно-функціональні особливості державного управління модернізаційними процесами у сфері вищої освіти; розкрито особливості формування нормативної бази у цій сфері. Досліджено концептуальні засади

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*адміністрування процесом модернізації вищої освіти у контексті модернізації, євроінтеграції та інноваційних перетворень в системі вищої освіти України.*

**Висновки.** Доведено, що адміністративне та стратегічне управління системою вищої освіти призведе до врегулювання попиту та пропозицій на ринку освітніх послуг; визначає напрями стратегії модернізації вищої освіти та механізмів державного управління цим процесом; розробляє відповідний зміст і форми державного управління інноваційним розвитком освітньої галузі. Подальшого нагального вирішення потребує низка проблем в закладах вищої освіти, зокрема: неефективність управлінських процесів, недостатнє матеріально-технічне забезпечення, низький рівень науково-технічного потенціалу тощо. Обґрунтовано необхідність застосування досвіду країн ЄС, зокрема, Словаччини, при формуванні концептуальних засад управління процесом модернізації вищої освіти в Україні.

**Ключові слова:** адміністративне управління, стратегічне управління, державне управління, освіта, модернізація.

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### **Introduction**

The main instrument of the political system of society is the state, which through management mechanisms influences the processes taking place in the field of education. Public management of the modernization process of higher education is to achieve a managed positive qualitative change in the educational system of Ukraine, which includes several essential components: management of innovative processes in higher education, their financial and logistical support; regulation of the processes to implement advanced educational technologies; planned and coordinated management of the development of modern promising human resources in the field of education. However, at the present stage in higher education institutions, some problems need to be urgently solved, in particular: inefficiency of management processes, insufficient logistics, low level of scientific and technical potential, and so on.

### **Purpose**

The purpose of the article is to reveal the theoretical and methodological foundations of administrative and strategic management of the educational services system for the successful administrative influence formation of the state on the modernization processes in higher education in Ukraine.

### **Review of related literature and hypotheses**

The scientific works of Ukrainian scientists (V. Andrushchenko, V. Astakhova, K. Vashchenko, V. Voronkova, S. Dombrovska, I. Ivanyuk, O. Komarova, V. Kremen, V. Kozakova, S. Krymsky, K. Levkivsky, V. Lugovoi, T. Lukin, Yu. Molchanov, N. Protasova, A. Sbrueva, I. Semenets-Orlova, etc.) and foreign scientists (P. Andres, Z. Bauman, P. Van der Hidon, P. Verwimp, J. Gordon, A. Giddens, J. Knight, W. Kneble, K. Compbell, W. Kuklin, A. Martinelli, M. Potashnik, K. Ross, R. Stewart, B. Charlton and others) are devoted to the study of a complex of various aspects of administrative and strategic management of education.

The essence of administrative and strategic management of the educational services, features and problems of market modernization of higher education in the new macroeconomic environment, management in higher education, formation of strategies for its development (including financial), analysis of the economic mechanism of reproduction of educational services in higher education are studied are reflected in the works of V. Bulanov, B. Genkin, K. Colin, Y. Mazuda, A. Tikhonov and others. O. Pashchenko and L. Yakovenko and others covered the economic bases of modernization of higher education in the conditions of formation of the knowledge economy. As T. Nestorenko and O. Bordousov rightly point out, higher education is a critical factor in innovation and human capital development. It has a

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central role in ensuring the development of the knowledge economy [1]. Conceptual and strategic aspects of reforming the system of higher and postgraduate education for sustainable development were outlined to some extent by V. Bashtovy, O. Katsero, T. Nestorenko, N. Ridey, and others. Problems of administrative and strategic management of education in the context of Ukraine's European integration were studied by K. Vashchenko, Yu. Kovbasyuk, M. Mykhalchenko, N. Obushna, Yu. Surmin, and others.

However, despite the wide representation of the development of administrative and strategic management of education in the scientific world, the issues of updating the educational environment of higher education institutions need further study.

The vector of modern administrative and strategic management of education, according to S. Nikolaenko, is aimed at further development of the national education system, its adaptation to the conditions of the socially-oriented economy, transformation, and integration into the European and world community. Society has begun to realize a fundamentally new role of education in the modern information space, so it has become one of the most important policy factors [2].

As noted by N. Alyushin and T. Novachenko, "any society from the moment of its inception needs power management, and effective management is the basis of success. This, of course, also applies to public life. The dynamics and prospects of the nation's development will depend on how effective, operative, reasonable, purposeful, and generalized the managerial decisions will be" [3].

### **Results and discussion**

The state domestic policy, a component of which is the management of the education sector, is the tool of ensuring the citizen rights, increasing the pace of socio-economic, scientific and technological development, humanization of society, the level of people's culture.

Administrative and strategic management of higher education is a system of public administration, which accumulates state regulation and which is carried out through the mechanisms of public management of education.

Administrative and strategic management of education is specific activities of state bodies that have an executive and administrative nature. The managerial influence of the state on the processes in the field of education is carried out through powers vested in the competent state bodies and occurs through the development, adoption, and implementation of organizational, regulatory, and coordination actions for educational policy.

According to scientists N. Protasova, V. Lugovoi, Yu. Molchanova, "public administration of education is a separate branch of public administration that has a systematic impact on the educational sphere, based on laws and other regulations, and aimed at developing this holistic system" [4]. According to researchers, the education system can be streamlined through management (external regulation) and self-government (internal regulation).

The relationship between the education system and its management can be explained by the example of the education system as "battlefields of management with influences", which disrupt the normal life of this system. The education system, being organically linked to strategic management, changes with the change of the last one. It builds itself only through administrative management.

The concept of "education" has a complex, interdisciplinary, multifaceted nature. This concept receives its specific meaning in different branches of science as a social system, one of the subsystems of society, as a social phenomenon, social institution, social relations, psychological and pedagogical phenomenon, educational services as an economic category, etc. In science and practice the concept of "education" is considered as a social value, as a system, as a process, and as a result, which complicates the formalization of it as an object of management [5].

In the context of Ukraine's European integration, the modernization problem of higher education administrative management is actualized as a complex holistic multidimensional

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process of the whole system transformation, due to a set of factors and, first of all, new needs at the present stage of social development, as well as the transition from vertical to horizontal connections between system components [6].

According to P. Andras and B. Charlton, “modernization should be defined as a tendency to increase the adaptive capacity and efficiency of the social system, which is inevitable and, in general, desirable, which is the main imperative of this process” [7].

Administrative management modernization in a broad sense is seen as “any dynamic, consciously regulated and qualitative improvement in various spheres of public life, which is introduced in certain countries to reduce the gap with competing countries. Qualitative modernization of the administrative management of education is always an unfinished process, because the society that has completed the modernization project can go to the historical landfill” [8].

According to scientists, administrative and strategic management of higher education refers to periods (designed for a fairly long or short period); implemented as a “strict strategy” based on the precise parameters of the organizational structure and finances, or as a “non-strict strategy” that combines aspects of culture and takes into account the participants’ views of the higher education modernization process; concerns political, economic, social, cultural and other components; embodied in quantitative and qualitative characteristics [9].

It is well known that administrative and strategic management of education is an activity that provides a planned and purposeful impact on the management system in order to maximize its functioning.

In Ukraine, the system of administrative and strategic management of education has a clearly defined structure. This structure is “due to the administrative-territorial structure, the separation of powers between the state and local government and the specifics of the educational institutions functioning. Such a system provides for the establishment of the relationships between individual public authorities, their powers delineation, duties, and responsibilities within the limits set by applicable law. The education administrative management is a public authorities’ system, government agencies, organizations, officials that interact with each other in the process of performing their functions to ensure the activities and the education sector development” [10, p. 13].

According to T. Finikov, the purpose of administrative and strategic management of education is to standardize the level of knowledge and skills of graduates, which is fixed by the appropriate educational and qualification level. The strategy of self-regulation is based on two main principles: 1) information about the object of regulation is extremely vague and variable; 2) fragmentation of complex decision-making processes is a boon to achieve greater flexibility and innovation [11].

This strategy favours self-regulatory opportunities and complex relationships between decentralized actors. It is in line with the state oversight model of higher education.

It comes from the traditional British and American systems of higher education. Traditional British universities are privileged corporations, which combine the teaching guilds influence with the influence of trustees and administrations. Universities are responsible for their management and decide on the admission of students, curricula, hiring a staff of higher education institutions, salaries, etc. The self-regulation strategy provides state funding of higher education institutions [11].

The administration of education is “a purposeful influence on the education system, which is carried out mainly through the adoption of legislation, norms, by establishing order, improving general rules and norms of behaviour that prevent negative phenomena in the educational environment. The education state regulation mechanisms are a system of tools, methods, and stimulus by which the state regulates the functioning” [10, p. 11].

It should be noted now there are some contradictions in the administration of the higher education system modernization, in particular, between supply and demand in the educational

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services market; between the urgent need to modernize higher education and the insufficient mechanisms development for public administration of this process; inconsistency of the content and forms of public administration with the innovative educational sector development, etc.

The administration process is aimed at “implementing state strategy and policy. It is the main way to implement subject-object relations at the state level, where the public administration subject is the system of state power in the form of specially formed bodies, between which certain functions are distributed. Public administration and the object of public administration is the whole society” [12, p. 166–167].

One of the ideas of higher education concept in Ukraine is lifelong learning. According to S. Nikolayenko, the education structure in Ukraine in its ideology and goals is consistent with the educational structures of most developed countries. Ukraine has achieved a high level of implementation of two strategic objectives: expanding access to higher education and achieving a level that meets international standards, which will contribute to the fullest satisfaction of the citizens' educational needs [2].

Despite the problems' analysis of administrative and strategic management of education and current legislation in the field of education in the context of world experience in regulating legal relations in this area shows that today we have a strong legal basis for forming a modern legal framework that ensures the Ukrainian education evolutionary development.

Many experts, both in education and management, theorists and practitioners state that conceptual approaches to education management today do not meet the time requirements [13].

The researcher C. Birzea noted that “educational reforms can be divided into the following types:

- 1) corrective, designed to eliminate the shortcomings characteristic of the command-administrative system;
- 2) modernization, which consists of updating the content of training and teaching methods and does not involve changes in the institutional structure of the education system;
- 3) structural, including updating of legislation, reorganization of education management bodies, ensuring quality control of education, especially pedagogical;
- 4) systemic, covering all aspects of the functioning of the education system, including its relationship with society” [14, p. 8–9].

Among the factors that in some way inhibit the modernization process in education, we can name such as the presence of certain contradictions between the provisions of certain regulations.

The importance of developing special mechanisms of administrative influence on the higher education modernization is explained by the peculiarities of education state regulation (public-state nature of education; autonomy of educational institutions; special method of legal regulation; numerous experiments in education, etc.).

To ensure the efficiency of administration by higher education modernization it is necessary:

to improve the legal basis of this process and mechanisms of state regulation in the context of reforming the education sector (make the necessary amendments to existing laws, adopt new legislation, regulations);

to modernize the conceptual, organizational, and structural principles of higher education;

to ensure the autonomy of higher education institutions;

to develop strategies for the development of higher education institutions;

to apply international standards to the assessment of higher education quality;

to encourage the introduction of innovative educational technologies based on the informatization of education;

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to improve the main elements of the state educational strategy; develop a clear mechanism for implementing the state strategy of managerial influence on the modernization of higher education, etc.

For successful administrative influence on higher education modernization, it is necessary to change its financial support in Ukraine [15, p. 4] – *diversification of sources of financial resources of higher professional education depending on the strategic goal of socio-economic development and priorities of the state*.

In recent years, the vocational education prestige in society has gradually declined due to:  
lack of investment in the vocational education system modernization;  
mismatch between supply and demand, the quality of training and the needs of the labour market in professional qualifications;  
imperfection of the vocational guidance system and career counselling for young people and adults [16].

Also, the crisis in the administration of vocational education is exacerbated by global problems and challenges of today: demographic decline both in Ukraine and abroad, increasing labour migration, high social demands of young people on job attractiveness, access to education abroad, growing social impact of networks to choose the type of occupation and lifestyle [16].

The issue of introducing a system of public-private partnership in the field of vocational education remains relevant, it may include:

formation and/or joint financing of vocational education institutions, as well as enterprises, institutions, organizations that provide such education;

formation and/or joint financing and operation of innovative enterprises (innovation centre, technopark, technopolis, innovative business incubator, etc.) based on existing vocational education institutions;

formation and/or joint financing and development of bases of professional and practical training of future specialists;

development of modern technologies professional and practical training;

implementation of joint programs for financing training "[17, p. 43].

Besides, the use of the public-private partnership system provided an opportunity to actively involve non-state institutions in the training of specialists needed by the state.

Among the main tasks for the modernization of administrative and strategic management of higher education in Ukraine there are:

1) designing the strategy for the higher education system development;

2) improvement of the legislation regulating relations in higher education field and ensuring observance of legal norms by all subjects of providing educational services;

3) development and ensuring the innovative technologies use in the educational process;

4) organization of the transformation to international standards for the functioning of the market of educational services; improving the quality of educational services;

5) maintaining macroeconomic stability in higher education [18].

The modernization of the educational sector administration requires: improving the work with management staff, increasing their professionalism and mastering innovative management technologies; use the research results in the educational management practice; implementation of positive domestic and foreign experience of education modernization management; expansion and deepening of mutually beneficial international relations; full provision of legal and social protection for educators; increasing the level of financial and logistical support for higher education institutions, etc.

The formation of conceptual bases for the administration of the process of higher education modernization in Ukraine should be carried out taking into account the experience

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of European countries, in particular, Slovakia [19], which followed the path of modernization of the education system earlier.

### Conclusions

Therefore, to increase the administrative influence efficiency of the state on the modernization process in higher education it is necessary:

to improve the legal basis of this process and mechanisms of state regulation in the context of reforming the education sector (make the necessary amendments to existing laws, adopt new legislation, regulations);

to modernize the conceptual, organizational, and structural principles of higher education; to ensure the higher education institutions autonomy; design strategies for the higher education institutions development;

to apply international standards to the assessment of the higher education quality and to encourage the introduction of innovative educational technologies based on the informatization of education;

to develop a clear mechanism for implementing the state strategy of managerial influence on higher education modernization [4].

In the globalization era and the development of information technology, the primary role belongs to education, in the system of which radical transformations are taking place, its social significance and practical value are constantly growing. Planned state regulation of the process of renewal of the education sector is a guarantee of the reliable intellectual and economic potential of the nation.

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