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Leading research and practices on actual issues of collaboration between Ukraine and the European Union in the fields of modern engineering, innovations in education, in social work in the aspects of psychology, philosophy, sociology, as well as the theory and practice of law, interdisciplinary approaches and modern views on the prospects in the spheres of economics, management, community development and environmental protection are highlighted.

The articles are divided into such directions as: Current Issues of Legal Science and Practice; Engineering and Technology; Environmental Protection; Innovations in Education. Issues in the Reformation of the Higher Education System in the aspect of Eurointegration; Management and Public Administration; Modern Priorities of Economics; Societal Challenges. Innovations of Social Work, Philosophy, Psychology and Sociology.

The publication is oriented on scientists, academicians, postgraduates, students and specialists who are interested in the prospective collaboration between Ukraine and the European Union.

The articles are given in the authors' edition. Responsibility for the materials given in the publication is the responsibility of the author.

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*Anna Verbytska*

## **THE ISSUES OF POLICY-MAKING, STRATEGIC PLANNING, AND MANAGEMENT OF HIGHER EDUCATION**

*The paper highlights the importance of strategic management in the sphere of higher education from the point of the challenges in the global market. The entrepreneurial spirit of modern universities as a driver of national economy development is considered.*

**Keywords:** *higher education; educational management; mechanisms of management; national economy; educational policy.*

Public policy in the sphere of higher education of Ukraine is aimed at the reformation of the educational field according to the modern trends and the economic facilities of the state to provide national potential development. The mechanisms of management play the key role in the area of the implementation of policy-making. Therefore, the analysis of the mechanisms of management in the area of higher education is the prospective task.

In the period of dynamic changes in the education services market strategic management of universities is of particular importance. The increasing interest for the competitiveness of higher education institutions has become not only a duty but a management standard. Public universities do not have any choice to operate in the global market of educational services, seeking to make their educational offer attractive and able to meet the needs of wider group of stakeholders. For this reason, university authorities are interested in the improvement of strategic management.

According to the Bologna Declaration, modern system of higher educational should solve both the university modernisation and labor market dilemma in Europe [1, p. 165].

The issues that are related to the transformation of higher education field in Ukraine according to the European standards demand new approaches. The active involvement of all stakeholders to the policy-making process is one of the main ways in the reformation of management system of Ukrainian higher education [2].

Nowadays higher education meets new challenges that impact on its governance and management. Traditional university governance became a target and the tradition of collegial gov-

ernance is today considered as an inefficient. Higher educational establishments should become more autonomous to respond the changes in the organisational environment.

The main peculiarity of modern entrepreneurship is the enhancement from the sphere of material production to spiritual (education, science, and culture). Nowadays higher educational institutions are transformed into entrepreneurial structures. As, on the one hand, their activities include satisfaction of society needs on the basis of outside budget funding, and, on the other hand, they may be considered as commercial enterprises that offer services to individuals. So, it has been noted, that higher education is focused on customer satisfaction and participation in market competition. The implementation of market instruments of public policy has been accompanied by a loud cry in favour of increased institutional autonomy, made necessary to allow institutions to compete in the higher education market. However, governments quickly realised that competing autonomous institutions were more difficult to steer and have taken with one hand what they had given with the other. Frequently, higher education reform has often meant replacing one form of government influence and control with another. The new autonomy is a paradox: it is the autonomy to be free to conform. It remains to be seen if the present global crisis of the financial systems and the loss of credibility of pure market regulation will a result in a reversal of the recent changes of the relationship between universities and government [3].

New possibilities open to higher educational institutions leading functioning as economic entities. Therefore, economic development of the higher educational institution as a process of improving quality and structural parameters of financial and economic activities reflects the ability to quality improvement of the basic functions. Therefore, more attention should be paid to the problems of complex economic development of higher educational institution in the process of modernisation of social and economic development. The state must improve the mechanisms of necessity of achievements of higher educational institution's scientific researches; strengthen the interaction between business, science and education. There is a need to rethink the role of educational institutions not only in ensuring economic progress, but also in forming high level educated and competitive specialists.

Organizational mechanism of educational innovation is aimed at the usage of computer and communication technologies in the educational sphere. Economic innovation in the sphere of the education are formed under the influence of modern educational technologies and the development of market mechanisms, in particular, new mechanisms of public funding of education; diversification of education financing; new mechanisms of education financing companies; preferential stimulation of investment in education.

In the increasing number of European countries governments are implementing policies to enhance the international competitiveness of universities and promote their role "in the innovation system, economic development, knowledge-based economy and competitiveness of nation-state". These developments show that a number of European countries moved from the traditional view that all national universities are of similar quality to a new position that promotes a stratified higher education system with a few research universities concentrating significant funding and a number of higher education institutions for provision of mass higher education with limited research capacity [4].

It is important to highlight the drivers for management improvement of higher education:

- It is important to develop the program of regional higher education systems to support the leading institutions of higher regional authorities.
- It is needed to create single regional interuniversity centers to promote employment of graduates (the formation of regional data banks of the need for qualified specialists and job positions; the assistance in the employment of graduates; cooperation with international institutions of graduate employment, etc.).

- It should be legally outlined the situations in that it is advisable to introduce tuition fees (for example in the case of a second higher education).

- It is recommended to reform the statistical reporting according to the formation of a considerable number of sources of funding.

- It is needed to prepare managers of higher education aware of the financial and economic activity.

- It is important to study the experience of leading universities in the field of financial and economic management that in recent years have made most positive changes in their business.

Therefore, there are several mechanisms for implementing public management of higher education that have already acted in the market. However, they are not completely efficient, that is why it is important to improve them.

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