INNOVATIVE APPLICATION IN THE MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS

Abstracts. With the development of globalization, the methods of management of higher education institutions are changing, so the management of each higher education institution is trying to carry out management activities more effectively, based on the application of an innovative management approach. From this point of view, the purpose of the article is to define the concept of the principles of application of innovations within the framework of management of higher education institutions. The material basis of the scientific article is a study of the peculiarities of applying innovations within the framework of management of higher education institutions and the provisions of the Law of Ukraine "On Higher Education". Management of higher education institutions in terms of application of innovations is a management activity of higher education institutions' managers aimed at ensuring the development and effective functioning of higher education institutions, improving the quality of educational services and improving educational processes. The application of innovations in the management of higher education institutions proves that the innovative potential of higher education institutions should be carefully studied, and only then can management decisions be made aimed at achieving management goals. The article identifies the following applications of innovations in the management of higher education institutions: to ensure the strategic leadership of the university at the appropriate level; to improve the quality of educational services; to promote research and development; to increase the innovative potential of the university; to ensure technical and automatic educational process. It has been established that the management of higher education institutions as a management activity in terms of applying innovations is influenced by the level of functional efficiency, the
level of professional activity of staff and the level of qualification of staff of higher education institutions, the degree of student success in the course of educational activities, the level of resource allocation of higher education institutions. The possibility of university innovation is the degree of automation and technology of the educational process.

**Keywords:** higher education institutions, management of educational institutions, innovative technologies, future leaders.

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ІННОВАЦІЙНЕ ЗАСТОСУВАННЯ В УПРАВЛІННІ ЗВО

Анотація. З розвитком глобалізації методи управління вищими навчальними закладами змінюються, тому керівництво кожного вищого навчального закладу намагається більш ефективно здійснювати управлінську діяльність, грунтуючись на застосуванні інноваційного управлінського підходу. З цього погляду метою статті є визначення поняття принципів застосування інновацій у рамках забезпечення управління вищими навчальними закладами. Матеріальною основою наукової статті є дослідження особливостей застосування інновацій в рамках управління вищими навчальними закладами та положень Закону України «Про вищу освіту». Управління вищими навчальними закладами з точки зору застосування інновацій - це управлінська діяльність керівників вищих навчальних закладів, спрямована на забезпечення розвитку та ефективного функціонування вищих навчальних закладів, підвищення якості освітніх послуг та вдосконалення освітніх процесів. Застосування інновацій в управлінні вищими навчальними закладами доводить, що інноваційний потенціал вищих навчальних закладів повинен бути ретельно вивчений, і тільки після цього можна приймати управлінські рішення, спрямовані на досягнення цілей управління. Знайдено застосування інновацій в управлінні вищими навчальними закладами: забезпечити стратегічне лідерство університету на належному рівні; підвищення якості освітніх послуг; сприяти виконанню дослідно-конструкторських робіт; підвищення інноваційного потенціалу університету; забезпечення технічного та автоматичного навчального процесу. Встановлено, що на
управління ЗВО, як на управлінську діяльність у частині застосування інновацій впливають рівень функціональної ефективності, рівень професійної діяльності персоналу та рівень кваліфікації персоналу закладів вищої освіти, ступінь успішності студента в ході навчальної діяльності, рівень ресурсного розподілу вищих навчальних закладів. Можливість університетської інновації ступінь автоматизації та технологія навчального процесу.

Ключові слова: ЗВО, управління закладами освіти, інноваційні технології, майбутні керівники.

**Formulation of the problem.** As the process of globalization develops, the approach to university management changes. From this point of view, the leadership of each university strives to conduct more effective management activities based on the application of innovative management methods. After all, thanks to the modern work practices of higher educational institutions, today's innovations not only increase the effectiveness of educational activities, but also improve the conditions and principles for specialists to achieve high-quality education. Innovations also play a key role in the professional activities of teachers in higher education institutions, which not only improve the qualifications of teachers, but also expand their knowledge, capabilities and experience, and improve practice. Therefore, it is relevant to determine the features of innovative management in higher educational institutions, based on the above-mentioned questions.

**Analysis of recent research and publications.** Thus, in his research, O. Antoniuk defines the conceptual foundations of management in the educational sphere and indicates that its role is manifested in the following aspects: 1) presentation of goals and objectives by higher educational institutions; 2) creation and provision of proper functioning of higher education institutions of higher educational institutions; 3) formulation and adoption of balanced management decisions regarding the management of the functional spheres of activity of the institution of higher education; 4) management of the processes of development and functioning of the institution of higher education [1].

Korobkovych L., considering the problem of the conditions of the educational process in the education management system of private higher education institutions, argues that the main goals of the management system are: a) the effectiveness of the educational process; b) the level of professional activity of the head of the department; c) the level of activity of the department; d) the level of professional activity of research and teaching staff; e) the level of student's learning activity; f) the level of professional activity of the dean [3].
L. Tkachuk notes that an important element in the context of strategic management of a higher education institution is the development and expansion of its strategic potential, that is, existing and potential opportunities and resources that will be used in the process of managing a higher education institution. At the same time, the basis of the strategic management of a higher education institution is to improve the process of managing the professorial staff, promote deeper work motivation, and increase the efficiency of higher education institution management in the context of the modernization of the education system [12].

In the course of the study, O. Kratt noted that university management is based on such factors as science, education and culture. At the same time, higher education governance reforms should be based on higher education governance paradigms. The administrative paradigm of higher education institutions should have a reasonable degree of autonomy, and the neoliberal model should be built into the administrative processes of higher education institutions [4].

Kondur O. examines the issue of innovative management in the context of ensuring the management of higher education institutions and concludes that in order to ensure the innovative development of higher education institutions, the heads of these institutions need to form a system of innovative management at the appropriate level. At the same time, the innovation management system should include: 1) a pedagogical innovation environment (updating curricula, introducing the latest educational programs, using new pedagogical technologies in the educational process, improving the qualifications of teachers and employees) of the pedagogical team, equipping the educational process with the latest information technologies and methods); 2) management innovations (especially the formation of innovative structures of higher education institutions, improvement of levels and management systems of higher education institutions, automation of higher education management processes, optimization of higher education management systems, improvement of higher education management structures), quality of higher education activities by creating a department); 3) ideological innovations (ensuring participation of higher education institutions in various international and national research and education programs and projects; development and strengthening of the potential of higher education institutions to conduct research and development work aimed at producing innovative products in the future; development and expansion of cooperation with employers; development and strengthening of public relations; responding to the needs of consumers of educational services by conducting research to expand the market for educational services)[2].
T. Rozhnova, having conducted research, presents a model of management of higher educational institutions from the point of view of the impact of innovative technologies on this process. Thus, according to the scientist, the model is built on the basis of the concept-goal, structure-function, organization-activity and evaluation-result components. At the same time, the process of implementing the components described above is influenced by such innovation management technologies as: innovative technology for solving current problems; advanced technologies of innovative project management; innovative technologies to ensure the long-term development of innovative ideas; innovative technology that supports educational initiatives and educational creativity. Innovative technology for learning and methodical games; innovative technologies for supporting educational initiatives and appropriate conditions for the organization of educational processes in higher education institutions; innovative control modeling technology; innovative technology for evaluating practical experience and skills in higher education; innovative technologies of educational activity organization [8].

The purpose of the article is to analyze the conceptual framework for the use of innovative technologies in the context of ensuring the management of higher education institutions. In accordance with this goal, the article should solve the following tasks: 1) to consider the key aspects of management of higher education institutions; 2) to present the management of higher education institutions in terms of application of innovations; 3) to reveal the model of management of a higher education institution based on the use of an innovative approach; 4) to determine the dependence of management of a higher education institution on the impact of innovations in the management process.

Presentation of the main material
The methodological basis of the scientific article is the research of domestic scholars on the application of innovation in the management of higher education institutions and the provisions of the Law of Ukraine "On Education" (2014). The study is based on a systematic approach, when higher education is viewed as an open system that actively interacts with the external environment. At the same time, changes in the external environment are associated with both globalization and the rapid development of the "information society" and the "knowledge economy". The following methods were used in the research process:

- analysis and synthesis - study of modern scientific approaches to the management of a higher education institution in the context of innovative tools;
explain, formalize and generalize;
- determine the role of innovation in the management of higher education institutions;
- observation, comparison, familiarization - presentation of the principles of practice in the management of higher education institutions in terms of the application of innovations;
- structural and logical - to determine the competencies of future managers of higher education institutions;
- economic and mathematical analysis - highlights the factors that influence the management of higher education institutions.

The selected methodological approach is based on the connection between theory and practice and allows identifying real problems in the management of higher educational institutions from the point of view of applying innovations and determining the main methods of solving them.

According to research, the subject of management of higher education institutions is the influence of theoretical, methodological and practical factors on the formation, development and proper functioning of higher education institutions, which is based on management actions that are carried out not only at the national level, but also at the international and transnational level [1].

According to the mandatory master's degree programs, a qualified manager of higher education institutions needs to master various skills, including:

1. to manage the university in accordance with ethical, moral and legal standards;
2. communicate interpersonally and professionally with all participants in the educational process;
3. have a significant language culture and practically use different styles of communication;
4. engage in individual professional activities aimed at timely achievement and presentation of expected results;
5. be guided in their professional activities by general, didactic, professional and psychological knowledge;
6. have the necessary resources to conduct research;
7. to use modern methods, innovative technologies and communication techniques in the educational practice of higher education institutions that train future specialists [5].

Pursuant to Article 34 of the Law of Ukraine "On Higher Education" (2014) "Heads of Higher Education Institutions", the responsibility and authority for managing higher education institutions rests directly with the
heads of higher education institutions. At the same time, the heads of higher education institutions are also obliged to maintain relations with state authorities and local self-government bodies, individuals and legal entities and act in accordance with the powers established by this law.

Research shows that the innovation potential of these institutions needs to be carefully explored before innovation can be applied to higher education management. Management decisions can be made with the perspective of achieving management goals based on the achievement of the appropriate innovation potential of the university.

It should be noted that the application of innovations in the management of higher education institutions will allow to form new, more creative educational programs and use innovative methods of training future specialists through the use of methods and modern information and communication technologies in the educational process [7].

The application of innovations in the management of higher education institutions contributes to the formation of innovative management mechanisms and increases the efficiency of their functioning. Innovative management mechanisms in higher education institutions include forms of innovative relations, methods of evaluating the effectiveness of innovations introduced into the educational process, algorithms for the formation and use of innovative funds, and the use of information and technologies [6].

In addition, innovation plays a role in the transition to a system of management by results in the management of a higher education institution. In accordance with the provisions of this management method, the evaluation of the activity of the higher educational institution and the professional activity of the teaching staff is considered.

Today, modern electronic automation systems are used to manage higher education institutions. The use of such systems makes it possible to effectively plan, control and analyze the activities of higher education institutions, provides access to data on educational processes and, in turn, helps to protect this data in accordance with the requirements of current legislation [11].

Like any management activity, the management of a higher education institution from the point of view of applying innovations is based on a number of principles, including [11]; [9]: a) principles of systematicity and consistency of the management process; b) principles of forecasting and forecasting the results of the application of management innovation; c) target principle; d) the principle of acceleration, which regulates the fair and progressive use of innovations; e) principles of logistical and information support; f) target principle; g) the principle of flexibility; h) modeling
principles; i) the principle of continuous innovation. At the same time, the management of higher education institutions is carried out with the aim of applying innovations through innovative tools, such as innovative management methods, innovative management solutions and innovative forms of organizational management [9].

So, based on the above information and research conducted in scientific works, it should be noted that the management of higher education institutions, as a management activity, depends on the influence, from the point of view of the application of innovations.

Conclusions. Thus, on the basis of consideration of the theoretical, methodological and practical principles of management of a higher educational institution from the position of applying innovations, management of higher education from the position of their application. To ensure the development and effective functioning of higher education institutions, increase the quality of educational services and improve the educational process. Studies have shown that the application of innovative technologies in the management of higher educational institutions requires a thorough study of the innovative potential of these institutions, and only then can management decisions be made to achieve goals. At the same time, determining the application of innovations in the management of a higher educational institution: ensuring the management strategy of a higher educational institution at the appropriate level; to improve the quality of educational services; to promote research and development work; increasing the level of innovative potential of higher educational institutions; provide equipment and automate the educational process.

According to the results of the research, it was found that the management of higher education institutions as a management activity for the application of innovations depends on the impact of the degree of efficiency on the functioning of higher education institutions. The level of professional activity of university staff, the level of qualification of higher education institutions staff, the degree of success of students in the process of educational activities, the level of resource provision of higher education institutions. The ability of the higher education institution to apply innovative technologies.

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