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## **Innovative development of the higher education institution: management mechanisms**

### **Desarrollo innovador de la institución de educación superior: mecanismos de gestión**

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#### **Abstract**

The theoretical justification of the problem of innovative development of higher education institutions is carried out, and the importance and necessity of innovations in the management of higher education institutions are shown. The goals of the management of the institution of higher education are highlighted, the leading provisions for solving the problems of modern education are proposed, the main principles of the innovative path of the development of higher education are analyzed, the problematic aspects of the management of the institution of higher education in modern society are analyzed. The functions of managing the innovative development of a higher education institution are defined: organizational-executive, informational-analytical, planning, control-analytical, coordination, and motivational-target; it



was found that they combine the features of classical management functions and that are characteristic of the management of innovative development of a higher education institution, and are implemented under the influence of methods: development of management decisions, delivery of management decisions to executors, organizational and methodological support for the implementation of management decisions, obtaining management information.

**Keywords:** innovative development, institutions of higher education, innovations, management of institutions of higher education, managerial functions.

## Resumen

Se realiza la justificación teórica del problema del desarrollo innovador de las instituciones de educación superior, y se muestra la importancia y necesidad de las innovaciones en la gestión de las instituciones de educación superior. Se destacan los objetivos de la gestión de la institución de educación superior, se proponen las principales disposiciones para resolver los problemas de la educación moderna, se analizan los principios fundamentales del camino innovador del desarrollo de la educación superior, los aspectos problemáticos de la gestión de Se analiza la institución de educación superior en la sociedad moderna. Se definen las funciones de gestión del desarrollo innovador de una institución de educación superior: organizacional-ejecutiva, informacional-analítica, de planificación, de control-analítica, de coordinación y motivacional-objetivo; se encontró que combinan las características de las funciones de gestión clásicas y que son propias de la gestión del desarrollo innovador de una institución de educación superior, y se implementan bajo la influencia de métodos: desarrollo de decisiones de gestión, entrega de decisiones de gestión a ejecutores, organización y apoyo metodológico para la implementación de decisiones gerenciales, obtención de información gerencial.

**Palabras clave:** desarrollo innovador, instituciones de educación superior, innovaciones, gestión de instituciones de educación superior, funciones directivas.

## 1. Introduction

Today offers intensive changes in the spheres of social life, particularly in higher education. When creating a management system for higher education institutions, there is a need not only to take into account innovative changes in education but also to actively apply them in the future (Kharkivska, 2012).

Processes are taking place in society, which in the labor market place new innovative demands on the quality of training of specialists in institutions of higher education, requiring constant innovative development of specialists. Therefore, globalization processes are taking place in the world, on which the effectiveness of all spheres of an individual's life depends. Rapid changes are taking place in the labor market, and the education system does not have time to respond to them, so the result is a mismatch of skills with the demands of modern times, which are obtained by students of higher education institutions. This is where new innovative technologies come to the rescue, which increase the civilizational development of mankind, change the quality of life of people all over the world, regardless of the size of the settlement: city or village. The nature of human existence is radically changed by the use of the latest means of life. When reforming education today, the most important tasks are:

- high-quality training of an educated, competitive person,
- training of a creative personality;
- formation of competencies in the future specialist for effective life and professional activities (Kovalchuk & Shcherbak, 2018).

With this approach, solving the problem of ensuring the management of innovative development of a higher education institution becomes of primary importance: theoretical and methodical. Because an acute situation has developed in society, which is problematic and connected with the contradictions that have arisen between the constant growth of requirements for the professional and personal qualities of specialists, the rapid pace of innovative development, and the insufficient ability of higher education institutions to train personnel who would be able to raise education to the world level (Kharkivska, 2012).

## 2. Literature Review

The problems of innovative development of educational institutions, and the essence of managerial innovations in educational institutions attract the attention of many scientists to the attempt to solve these problems.

I. Kirchata, & O. Shershenyuk (2020) proposed a meaningful implementation of social responsibility, which is based on the acquisition of high-level professional competencies by higher education graduates of traditional and at the same time innovatively oriented abilities, and therefore, aimed at the high-quality implementation of educational activities.

B. Danylyshyn, & V. Kutsenko (2005) described the peculiarities of training specialists in higher education institutions; made a comparative analysis of models of financial provision of education in developed countries.

O. Teletov, & V. Lazorenko (2019) singled out the most effective and proved the effectiveness and necessity of innovative methods of developing the educational process in higher education institutions.

G. Klimova (2013) proposed the structural positions of innovations in higher education, made a theoretical and methodological analysis of the conceptual basis of the paradigm of innovative development of higher education.

V. Shebanina, & Yu. Kormyshkin (2019) singled out approaches to the innovative development of entrepreneurship and revealed the significance of the creative and innovative function.

E. Sokolova (2021) presented innovation management as the most important aspect of the innovative development of higher education.

V. Sipchenko & V. Klimova (2019) showed the necessity and significance of innovations in the management of higher education institutions, showed the need for innovative development of higher education institutions, identified problems and showed ways to eliminate them, grouped the main principles and showed innovative mechanisms for managing innovation processes in higher education institutions.

V. Tretko (2011) showed the content of educational technologies, proposed the most relevant mechanisms for adapting innovative experience in the educational process, and clarified the theoretical and practical features of the innovative development of higher education.

V. Kovalchuk, & A. Shcherbak (2018). updated the process of professional training of education seekers and revealed the possibilities of using innovative learning technologies in higher education institutions.

M. Skrypnyk, & O. Grigorevska (2018). investigated the state of innovative activity of the institution of higher education, showed its importance for education in the global space of society and provided an assessment of the personnel potential, paid attention, and gave importance to research work in the institution of higher education.

V. Margasova, N. Tkalenko, & T. Shestakovska (2019) showed the effective possibilities of the model of information and communication support for innovations and proposed the main directions of the development of higher education.

M. Ivashchenko, & T. Bykova (2018). showed the possibilities of the SWOT analysis method and suggested ways of using it in the process of making management decisions, highlighted the advantages and disadvantages of using blended learning in higher education institutions and showed the need to use educational technologies.

**Goal.** To carry out a theoretical justification of the problem of innovative development of institutions of higher education, showed the importance and necessity of innovations in the management of institutions of higher education.

### 3. Methodology

A complex of theoretical research methods was used to solve the tasks: analysis of philosophical, psychological, pedagogical, sociological scientific sources and documents, comparison, classification and systematization to clarify the state of development of the problem of managing the innovative development of a higher education institution; comparative analysis to clarify the conceptual and categorical apparatus, determine the theoretical and applied aspects of higher education institution management; terminological analysis - with the aim of improving the conceptual and terminological base, specifying the definition and essence of concepts; axiomatic - for building a new scientific theory based on generally accepted scientific provisions of pedagogy and the theory and methodology of professional education; induction, deduction, comparison, systematization and generalization - with the aim of clarifying different views on a number of unresolved issues, creating new scientific concepts, outlining ways to solve a scientific problem; abstraction - to separate the process of innovative development of higher education institutions from their performance of general professional duties in an educational institution; classification - for ordering and logical distribution of scientific approaches, principles of innovative development of institutions of higher education for the significance and necessity of innovations in the management of institutions of higher education; hypothetical - to propose a research hypothesis; systemic - to determine the main components of the development of higher education institutions and to show the importance of innovations in the management of higher education institutions and to develop a system of measures to improve this process; pedagogical observation - for the purpose of obtaining primary information about the object of research, building a theory of the researched problem and verifying it in practice; self-assessment - in order to accumulate factual material on the research problem and obtain the most accurate results.

Important for research are the provisions of innovative development of education as: evolutionary and civilizational development of society, andragogical, sociocultural dimension, synergistic aspect, axiological, structuralist and procedural approaches; philosophical aspects of socio-cultural determination, transformation of education, establishment of international relations, entry into the European community, use of socio-cultural and anthropological approaches for their research, along with others, orientation and full provision of educational requests of various socio-cultural population groups against the background of the appearance in the stratification of education of the elite , secondary (ordinary) and low-level education, development, implementation of a differentiated education system, innovative educational technologies; application of means, creation of conditions for successful creative search, development of personality in accordance with its values and motivations, its professional competence, for equal access to quality education in urban and rural (rural mountain) areas.

Among the initial provisions are scientific principles, approaches, and ideas:

- the principle of development, from the standpoint of which the innovative development of higher education institutions, the need for innovations in the management of higher education institutions is a constantly changing phenomenon about the resolution of contradictions under the influence of socio-cultural determinants;
- the position of person-oriented, competence-based, activity approaches in their integration;
- the provision of a synergistic approach, which methodologically strengthens the innovative development of higher education institutions, the need for innovations in the management of higher education institutions, promotes freedom of self-expression and self-realization of the individual in the educational environment. The principle makes it possible to apply innovative development of institutions of higher education, shows the need for innovations in the management of institutions of higher education, makes it possible to understand general and common processes for different fields of knowledge, to understand the prospects for the development of new knowledge, to learn deeply about education, to successfully overcome uncertainty in the conditions of social self-determination and psychological state, unstable socio-economic, political situation, to adapt to life in society by the requirements of the European choice;
- the provisions of the axiological approach to the innovative development of institutions of higher education, the need for innovations in the management of institutions of higher education given the importance of the motivational and value component in the structure of education create an opportunity for the development of universal human, spiritual, civic, social, national, mental, European values and value orientations, attitudes to the mental foundations of society responsibility as an individual, a member of society, as well as an understanding of the social significance of the profession, social roles, and the social purpose of professional activity.

#### 4. Results and Discussion

In the global educational space, tools are offered that provide an opportunity to solve the main tasks that are necessary for solving by the administration during the management of the innovative development of the institution of higher education. The management of a higher education institution needs not only knowledge of tools and skills but also the ability to use them. As an object of management, an institution of higher education differs from both production and school. Differences in the objects of management are reflected in the content and methods of solving management tasks, therefore, a powerful scientific base is needed to improve the existing management systems of the innovative development of the institution of higher education.

Let's single out the main principles of the innovative way of development of the higher education system: humanitarianization, humanization, fundamentalization, variability, innovative management, democratization, and international integration are designed to ensure in the education system: the education of future specialists, competitiveness in the European and global space, the ability of a person to learn throughout life, to be mobile in the labor market. The more intensive the innovative transformations, the more difficult it is to make the implemented transformations effective. This approach calls for the development, implementation, and continuous improvement of a modern management system for the innovative development of a higher education institution.

All trends in the development of higher general education are used in the development of higher pedagogical education. So, let's highlight the main provisions and reveal ways to solve modern problems of pedagogical education:

- improvement of the regulatory framework in the institution of higher education;
- optimization of the global network of pedagogical institutions of higher education;
- development of conceptual foundations of the educational system in pedagogical institutions of higher education;

- improving the management system in pedagogical institutions of higher education,
- formation of a model of a competitive specialist, which can determine the requirements of specialist training, as a subject of at least seven types of activities: scientific, educational, managerial, methodical, educational, innovative, and self-development.

During the research, the problem areas of the modern innovative management of the higher education institution were identified and substantiated:

- inadequacy of the higher education institution's management structure to constantly changing conditions;
- the predominance of the tasks of operative management of the institution of higher education;
- the need for guidelines for the short-term period when achieving goals and objectives;
- lack of an innovative management decision-making system in advance, designed for the innovative development of a higher educational institution, lack of flexible management systems of an educational institution, slow reaction to innovative changes in the external environment;
- the vagueness of mandatory, management procedures;
- low-quality application of such management functions as long-term planning, control, etc.;
- concentration on the performance of internal tasks, the need to increase the efficiency of the innovative development of the higher education institution, the lack of scientifically based programs for the innovative development of the higher education institution, and the lack of feedback from the innovative development of the higher education institution to the consumers of educational services.

The functions of managing the innovative development of a higher education institution are implemented using innovative methods:

- obtaining management information for the innovative development of a higher education institution;
- development of management solutions for the possibility of quality management of innovative development of a higher education institution;
- bringing management decisions to executors;
- organizational and methodological support for the innovative development of a higher education institution to implement management decisions.

To implement an effective management system for the innovative development of a higher education institution, the criteria for managing the innovative development of a higher education institution have been developed:

- modernization of the content of educational activities for the possibility of quality management of the innovative development of the institution of higher education;
- innovative methods and technologies for managing the innovative development of a higher education institution;
- computerized educational and methodological support of the institution of higher education;
- Innovatively created the organizational structure of higher education institution management;
- staffing of the institution of higher education;
- constant replenishment of the material and technical base of management of innovative development of the institution of higher education;
- creation and constant modernization of the information and educational environment;
- evaluation and monitoring of the quality of results in an innovative institution of higher education;
- modernization of the educational process;
- educational and production practice to modernize the management of innovative development of the institution of higher education;
- changing the role of science in a higher education institution;

- modernization of marketing activities for quality management of innovative development of the higher education institution (Kharkivska, 2012).

To create an effective management system for the innovative development of a higher education institution, a pedagogical technology that reflects the process of development, implementation, and updating of a pedagogical project in a higher education institution is effective.

The pedagogical project is aimed at achieving a specific educational goal; reflects the pedagogical paradigm; sells a sample of pedagogical, professional activity embedded in pedagogical technology for its implementation, and performing a normative function. This approach enables the teacher in the process of realizing the goal to create a model of the new management of the innovative development of the institution of higher education, which is possible under the condition of the efforts of all participants in the interaction of the educational society and the optimality of the used resources.

It is important for a teacher to clearly understand: the purpose of using educational technology, and the meaning of its use to do what is planned and achieve the goal, namely:

- to understand and evaluate the potential of the already known technology of managing the innovative development of the institution of higher education, in the process of comparing it with the capabilities of other technologies to achieve the set goal;
- to introduce any technology into educational practice for the innovative development of the institution of higher education to evaluate the effectiveness of its application;
- develop new technology in the project for the efficient management of the innovative development of the higher education institution and implement it in practical activities (Kovalchuk & Shcherbak, 2018).

We propose the implementation of intermediate goals for the transition of the institution of higher education to the mode of innovative development:

- 1) formation of a single cultural, educational, and scientific space of a higher education institution;
- 2) creation of an innovative pedagogical competence-contextual model of graduate training of an education seeker;
- 3) involvement of the entire staff in the management of innovative development of the institution of higher education, support for the systematic modernization of the educational activities of the institution's staff;
- 4) conclusion of business relations with state authorities, signing contractual innovative proposals with educational and scientific institutions, public organizations, and employers;
- 5) initiation of coordinated innovative development programs with institutions of higher education;
- 6) expansion of international cooperation programs to modernize the management of innovative development of higher education institutions.

To achieve the proposed goals, the following tasks should be solved:

- 1) creation, program, its implementation to achieve a strategic goal;
- 2) scientific modernization of the educational and scientific activity of an innovative institution of higher education;
- 3) creation and implementation of a competency model for managing the innovative development of a higher education institution, taking into account professional, multi-level, high-quality training of students in a higher education institution;
- 4) availability of credit-modular organization of innovative educational space;
- 5) development of a mechanism for quality monitoring and quality control of professional training of specialists based on the point-rating system.

It should be noted that the theoretical and methodological basis of the innovative development of higher education consists of:

- competence approach;
- culture-centric paradigm;
- psychological and pedagogical theory of contextual learning (Klimova, 2013).

With the successful implementation of the strategic goals of the management of the innovative development of the higher education institution, the effective functioning of the educational institution becomes possible. Important importance during this procedure is occupied by innovative processes, which are supplemented by innovative management based on SWOT analysis. It provides an opportunity to improve the results of educational activities during local changes, and complex or large-scale innovations in the innovative development of a higher education institution (Kotiash et al., 2022).

The management of the educational institution in the management of innovative development of the institution of higher education determines the nature of changes according to the innovative potential:

- rationalization, improvement, optimization;
- combined innovations in the management of innovative development of a higher education institution, involving the use of innovative technologies;
- pedagogical technologies contributing to the modernization of the management of innovative development of a higher education institution.

Therefore, it is necessary to be convinced the teaching and management staff of the educational institution in the expediency of deploying innovative activities aimed at qualitative changes; clarification of the need for innovation in the management of innovative development of a higher education institution; determining the relevance of the innovation to the existing problem of managing the innovative development of the institution of higher education (Shunkov et al., 2022).

When managing innovative processes in a higher education institution, the main indicators of the quality of management processes are the competitiveness of graduates, the development of innovations, the professional growth of the personnel of the higher education institution, the level of the quality of the educational process (Kuchai et al., 2021).

The effectiveness of innovations is possible with a high level of self-education of education seekers, constant stimulation of innovative activity, and creative leadership. The monitoring of the results of innovations is carried out according to indicators, according to state standards, which include the results of the educational environment according to the levels of educational achievements of the students of education. In monitoring activities, it is necessary to use various forms of educational activity, as well as direct organization, use of innovative techniques, and generally accepted methods. Monitoring activities are subject to motivational means of participants in the educational environment, informational and methodological support, pedagogical analysis, forecasting of results, control, regulation, and correction of the educational environment (Sipchenko & Klimova, 2019).

Educational technologies are constantly being improved and changed. MOOC (Massive open online course) technology, which is used to develop cloud-based education, blended learning, biometrics, and gamified learning (Game-Based Learning), is an innovative direction for quality education (Ivashchenko & Bykova, 2018).

In the educational space, six levels of innovation are proposed, in particular:



- improvement – several elements or one change occurs in the educational space;
- rationalization – establishing in the educational space new requirements and rules for the use of pedagogical tools to solve the tasks of traditional education;
- modernization – changing the elements of the existing educational space;
- heuristic solution – finding a way to solve existing problems of pedagogy in the educational space;
- the use and creation in the educational space of new, previously unknown methods, means, and forms for the analysis and solution of current pedagogical tasks;
- pedagogical invention – a new technology, an innovative tool, or a combination of known tools for achieving goals in the educational space;
- pedagogical discovery – setting, solving, and improving a new pedagogical task in the educational space, which makes it possible to update the educational system and significantly improve its constituent elements (Kurbatov, 2008).

Let's consider two aspects of deepening the interpretation of the concept of innovation, which are determined by levels:

- the functionality of innovations in the educational space;
- the sequence of solving pedagogical problems in the educational space, which can start from any defined level.

Let us show the systematization of innovation levels by three positions:

*Radical* – characterized by the introduction of innovations that are radically new in the educational space, the basis of which is my new knowledge, regularities, has an innovative character, and also has the property of changing the educational innovation space, contributes to the innovative development of the institution of higher education.

*Adaptation* – promotes the adaptation of innovations in the system of higher education that exist based on existing laws, knowledge, and laws and operate in the humanitarian, technical, and economic spheres.

*Improving* – does not create threats of destabilization of the higher education system, does not require long-term adaptation, provides all opportunities for improving introduced innovations and micro-innovations for innovative development of the higher education institution, improving the quality of the existing educational system or its elements (Tretko, 2011).

For the innovative development of a higher education institution, the development of a cloud-oriented environment in a higher education institution is indispensable, which is an actual direction of modernization of pedagogical systems. Cloud technologies are now a necessary element of education and meet the needs for solving educational, cultural, and socio-economic problems of modern society:

- increasing the level of quality of education, innovative development of a higher education institution;
- ensuring the relationship between scientific research and the availability of education for all categories of education seekers;
- training of scientific and pedagogical personnel to ensure innovative development of the higher education institution;
- improvement of the design of innovative development of a higher education institution ensuring the functioning of the educational environment of the institution of higher education.

Cloud technologies are necessary for equal access of all segments of the population to quality education, implementation of innovative development of higher education institutions, and human-centered paradigms (Bykov & Shishkina, 2016). принципів відкритої освіти (Bykov, 2010).

The main elements of the concept of cloud computing have found application in the content of educational organizational modern systems, in particular: service models of application, varieties, content characteristics, features of information technologies, and others. Therefore, the principles that characterize the innovative development of a higher education institution, the use of information technology tools and services based on cloud computing, become a necessary basis in the process of designing an educational environment.

The innovative development of the institution of higher education, and its management mechanisms are a significant basis for the formation of competitive specialists for the expedient, active, scientific use of cloud technologies in their professional activities. Therefore, it is necessary to substantiate the concept of innovative development of a higher education institution and the development of a cloud-oriented environment of a higher education institution, to carry out a classification of cloud-based electronic educational resources and services, to investigate its management mechanisms, models, methods and approaches, principles of organization and development, to determine the most progressive ways of application in education.

The most important problems of the organization and information technology support the processes of innovative development of the institution of higher education, the mechanisms of its management and scientific research in the information and educational environment of the institution of higher education, which is open, are the following:

- development of the conceptual foundations of innovative development of the higher education institution, its management mechanisms, creation of open learning systems based on cloud technologies and their implementation methodology;
- solving the actual theoretical-methodological and scientific-methodological problems of the innovative development of a higher education institution, its management mechanisms, the introduction of cloud-oriented information technology platforms for supporting educational and managerial scientific activities in educational institutions;
- identification of psychological and pedagogical foundations of innovative development of a higher education institution, mechanisms of its management; use of cloud-based tools for scientific and educational purposes;
- determination of the conditions for increasing the level of adaptability of innovative teaching aids, electronic educational resources, and innovative development of a higher education institution, its management mechanisms due to the use of cloud technologies;
- increasing the role of cloud technology tools for the innovative development of a higher education institution, its management mechanisms with the support of network computers and technological equipment, the search for optimized solutions to management, information, and search problems that arise in the process of developing the educational environment;
- creation of a cloud-oriented educational environment in an educational institution for the innovative development of a higher education institution, its management mechanisms as an essential prerequisite for the formation of competitive specialists capable of using cloud technologies in professional activities.

The goal of creating an innovative institution of higher education, through the fundamentalization of the learning process, and the introduction of a cloud-oriented environment, is to fully satisfy the educational and scientific needs of those seeking education, to increase the level of their ICT competencies, to use cloud services, to improve access to electronic educational resources - to expand access to ICT, to ensure the innovative approach to work (Shishkina, 2014).

Let's consider ways of innovative development of a higher education institution, and its management mechanisms based on cloud technologies:

- 1) involvement in the practice of the work of the educational space for innovative development of the institution of higher education, and its management mechanisms: network technologies of the open information space, advanced ICT tools, and cloud computing services;
- 2) active implementation of innovations in the development of the institution of higher education, renewal of its management mechanisms, provision of means of international network information infrastructures and systems, organization of cooperation of the international educational community to form open science systems, implementation of innovativeness in production, coordination of international strategies for the development of education for integration to the European educational space;
- 3) expansion of cooperation of educational and scientific institutions for their innovative development, and management mechanisms; creation of various branches of educational institutions at work, aimed at the development of advanced ICT in the educational sphere;
- 4) development of national standards for the innovative development of a higher education institution, its management mechanisms, the quality of cloud technologies, and their correlation with ISO and EU international standards;
- 5) carrying out systematic scientific research, to substantiate the innovative development of the institution of higher education, and its management mechanisms;
- 6) determination of current directions of research in the field of innovative development of the institution of higher education, and mechanisms of its management, with the help of ICT, in particular, in the sector of educational process software (Bykov et al., 2018).

## 5. Conclusions

A theoretical substantiation of the problem of innovative development of a higher education institution and its management mechanisms has been carried out.

The goals of the management of a higher education institution, the main directions of solving modern problems of the educational sector are highlighted, the leading innovative principles of the development of higher education are clarified, the problematic issues of the management of a higher education institution at the current stage of the development of society are shown.

The importance of the functions of managing the innovative development of a higher education institution, which are implemented using methods, namely: development of management decisions, obtaining management information, organizational and methodological support for the implementation of management decisions, and bringing management decisions to executors, is described. The criteria for the effectiveness of the innovative development management system of the higher education institution have been developed. The levels of innovation are systematized according to three levels.

An important role is given to innovative processes provided by innovative management, the basis of which is SWOT analysis.

MOOC (Massive open online course) technology is proposed for quality education, thanks to which Game-Based Learning, Blended Learning, Biometrics, and Cloud-Based Education are proposed. Ways of improving the institution of higher education based on cloud technologies are outlined.

Further prospects for research in this direction may be related to the search for effective methods of improving the methods of innovative development of higher education institutions.

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