

ЭКОНОМИЧЕСКИЕ НАУКИ

EDUCATIONAL MANAGEMENT IN A MODERN HIGHER EDUCATION SYSTEM

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SUMMARY

The article discusses the management system of a modern Georgian university. The authors presented some of the features and characteristics of the governing and controlled subsystems of Georgian higher education, and also, revealed the tasks and subject of management of higher education.

In addition, the article shows the role of education management in the future innovative development of the university.

Keywords: modern university, controlling and administered managing subsystem of university, higher education management, innovative educational management.

In the modern theory of educational management, there is a rethinking of the essence of educational organizations, ways of their scientific presentation. If earlier such organizations were considered as an object that they manage, then today the leading concepts of educational management consider them as a kind of subject of management and self-government. This fully applies to the modern university.

A modern university can be defined, as a higher education institution that actively performs educational and educational, research and economic functions, based on the conditions of various contexts: socio-economic, political, socio-cultural, spiritual and moral. A modern university is increasingly becoming a learning and self-developing organization, and this kind of organization can no longer be viewed from the point of view of a mechanistic approach - as a kind of frozen reality. A dynamic approach is needed in which higher education institutions are considered as educational organizations that are volatile, active actors that interact with the external environment and form a certain organizational culture that reflects the individual characteristics of a particular university.¹

A modern university carries out innovative transformations and implements the objectives of its strategic development at the following levels:

- Global, involving the integration of higher education in the European and world cultural and educational space;

- National, focused on the formation of scientific knowledge and training of highly qualified specialists for the development of the economy, as well as society as a whole;

- Territorial, providing scientific and technical personnel and ideological assistance to the development of the territory, a flexible response to the needs of the labor market and social partnership;

- Local, associated with the innovative development of the university itself as an organization, which includes the design of an effective education quality system, the

development of progressive educational technologies, the creation of a productive model of university management, stimulating the development of staff and student self-government.

The university management system represents the interaction of two subsystems: control and managed.

Subjects of the control subsystem are:

1. Education authorities:

- Government of Georgia,
- The Ministry of Education and Science of Georgia,
- Regional education authorities,
- Councils of rectors of the country and regions;
- University governing bodies - the academic council of the university and its commissions, the university administration, the board of trustees, the student government bodies; heads of the university and its divisions - rector, chancellor, vice-rectors, directors of institutes, deans, deputy deans, heads of departments, heads of scientific and educational departments, as well as various services and departments.

2. **In the managed subsystem**, which is the university itself, can be distinguished a number of management subsystems. For example, in the Caucasus International University, the following management subsystems are of particular importance:

- Strategic development
- Educational work
- Research work,
- Information and computerization of the university,
- Economical and industrial activity,
- International activities
- Social and educational work,
- Administrative and economic activities.

Each of these subsystems performs a number of specific functions reflecting its content.²

The strategic development management subsystems

¹ The Law "On Higher Education in Georgia", https://www.tsu.ge/data/file_db/PR/kanoni-umaglesi-ganatilebis.pdf

²Carolyn Soles, Leslie Moller. Myers Briggs Type Preferences in Distance Learning Education//International Journal of Educational Technology. 2000. -Vol. 2. -№2.

tem implies strategic planning and management, the development and implementation of university strategic development programs and projects, the identification of specific strategies at certain stages of organizational development, the development and implementation of personnel strategy and the formation of personnel reserve, the identification of key groups of influence and the definition of interaction strategies with them. Analysis of the external and internal environment of the university, identifying its strengths and weaknesses, developing a monitoring mechanism organizational development of the university. An important result of the activities of this subsystem was the recognition of the university's strategic development program.

The educational work management subsystem includes managing the educational process, implementing the requirements of state educational standards, introducing innovative educational technologies into the educational process, introducing a quality management system for education, strengthening the material base of the educational process, managing licensing procedures, certification and accreditation, organizing vocational guidance and pre-university training future applicants. A significant result of the activity of this subsystem was the state accreditation of the university. Caucasus International University has received confirmation of the state accreditation status of an educational institution of the type "higher education institution" and type "university". It is also confirmed the compliance of the content and quality of graduates with state educational standards for 6 years.

The subsystem of the university's research management covers planning and organizing research in various branches of knowledge, organizing scientific events (conferences, seminars, workshops), managing the advanced training of scientific and pedagogical workers, managing the work of doctoral studies and dissertation councils, and organizing publishing activities.

The management subsystem of information and computerization of a university involves the development and implementation of the concept of the educational process and research activities. The management of computer networks and the provision of access for teachers and students to various information resources, the introduction of new information technologies in the educational process, the introduction of distance and blended learning, advanced training composition in the field of IT-technologies.

The subsystem of management of economic and industrial activity is the management of finances and accounting, conducting marketing research in the market of scientific and educational services, attracting additional financial resources, managing labor and wages, managing the activities of small innovative enterprises, cooperating with enterprises of the city and region, managing commercial activity.³

The international activity management subsystem

covers the creation of an organizational structure for managing international relations, managing international scientific and educational projects and academic programs, developing scientific and pedagogical cooperation with foreign universities and international strategic partnerships, interacting with international associations and consortiums of universities, managing export of educational services. A network of international centers has been established at the Caucasus International University, ensuring coordination of the international activities of the leading departments of the university.

The subsystem of social and educational work management involves managing the social development of a university, managing its staff, developing and implementing social protection measures for university staff, creating and managing a system for motivating and stimulating them, managing cultural, educational, leisure and sports mass work with students, pedagogical support student government. Is being implemented the concept of educational activities has been developed and a commission for educational activities has been created. On the basis of the model of educational activity designed by this commission, the teachers of the departments organize educational work with students.

The subsystem of management of administrative and economic activities includes strengthening the material and technical base, ensuring occupational health and safety, managing repair and construction works, managing hostels, organizing and monitoring the activities of technical support services for buildings and structures.

The flexible management structure of the Georgian university ensures its innovative development as an open educational system, a center of science, culture and education in the region, a training and learning organization competitive in the world and domestic educational services market. Such a management model involves a flexible response to changes in social and socio-economic life, productive interaction with the modern labor market, the ability to predict its development and future needs, overcoming departmental isolation, ensuring the relevance of scientific research, the inclusion of global knowledge in globalization processes. internationalization of education.

In this regard, the personal and social significance of education, which is a sociocultural phenomenon and a universal human value, is enhanced. Higher vocational education becomes a mechanism for the development of the individual, and hence the public consciousness as a whole, a significant factor of social and economic progress, the international authority of the state in new geopolitical conditions, the foundation of national security. The management of higher education is called to respond to modern challenges of the time. Higher education management is a university management system aimed at en-

³ Judy Cameron, Katherine M. Banko, and W. David Pierce. Pervasive Negative Effects of Rewards on Intrinsic Motivation: The Myth Continues//The behavior Analyst. University of Alberta. 2005. - Vol. 24. - pp. 1-44

surging its high competitiveness in the domestic and foreign educational services markets due to the high quality of the educational process and the training of specialists, the high level of their professional knowledge, skills and abilities, principled citizenship and high moral and ethical standards. qualities.

Management of higher education includes the management of various types of activities of the university (educational, research, industrial, entrepreneurial, financial and economic, etc.); operational management and coordination of activities of various structural divisions; strategic planning and management; the development of a quality policy in higher education, the development of quality management and its integration with the general management of the university; staff development and training; providing social protection and support for teachers, staff and students of the university.

The tasks of higher school management are largely determined by the functions that the university performs in modern conditions: basic (educational, research, educational), market and social. The implementation of these functions contribute to information technology. The development of a new information culture at the university is accompanied by significant changes in the management system. The principles of innovative and passionate management are being introduced. Introduced special positions and governing bodies, coordinating the management of innovative processes. An institute of consultant supervisors is being created who carry out consulting activities in the field of choosing the strategy for innovative development of universities. The system of infrastructure support ensures the effectiveness of innovation, and the system of management measures provides a productive transfer of innovative technologies, cooperation between the university and business.⁴

At the same time, the methodological guidelines for the management of higher education institutions in line with innovation management are the following:

- Ensuring the principle of "learning through research" as the basis of academic higher education;
- Preservation of orientation towards the development of the basic sciences and support of scientific schools;
- The participation of university scientists in resolving regional problems in the industrial sector and the socio-cultural sphere;
- Creating conditions to support talented youth;
- Involvement of highly qualified personnel in the scientific and educational process and the use of unique research equipment.

Intensive innovative development of educational institutions has led to the emergence of a new type of professional activity - management consulting, designed to help managers and scientific and pedagogical teams to identify "points of growth", to comprehend the nature and sequence of necessary changes, to overcome situations of professional difficulty. As specialists in

the field of management and consulting can be both representatives of consulting centers and employees of higher education institutions, advanced training systems that have undergone special training. The essence of the activities of management consultants is to achieve significant changes in various aspects of the life of the organization, in other words, the implementation of the process of its innovative development.⁵

Speaking of state support for innovation activities of universities, it is worth noting that in recent years Georgia has relied on leaders who are able to ensure the development of education. Leaders receive sums for scientific research, lead work on the creation of new educational standards; they set the tone in determining priority areas for the development of higher education in Georgia.

However, it should be noted that the leaders themselves must meet certain requirements:

- **First**, they must formulate their vision of innovative ways to develop higher education;
- **Second**, implement innovative development models based on the stated values in their universities;
- **Third**, to lead the improvement of the entire system of higher education.

Are the leading universities, "appointed" from above, ready to fulfill such a mission? According to a number of scientists, strengthening the monopoly of those who are "appointed" by leading universities can lead to a decrease in real competition in higher education. In the discussion on the "assignment" of leading universities, it is important to raise their internal competitiveness by reducing competition itself, which achieved by administrative management methods. At the same time, the true competitiveness of the university should be achieved as result of the effective management of higher education, which allows for a truly elite education.

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