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## EDUCATIONAL MANAGEMENT TRANSFORMATION AT THE STAGE OF INNOVATIVE CHANGES

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*Summary. The necessity of educational management transformation for innovative development of the state is grounded in the article. It is proved that formation of knowledge economy elements and European educational space requires education system management modernization.*

*Main directions of the education management improvement were defined. It will improve educational characteristics of population, innovative activity of workers and open new opportunities for economic growth.*

**Key words:** *educational management, knowledge economy, innovative development, quality of education, economic growth, modernization.*

Today quality of education in Ukraine lags behind world requirements and it satisfy neither the state nor employers nor the population, has a negative impact on the innovation potential in regional development, and slows down their growth. Economy competitiveness improvement is impossible without effective education management and ensuring it with international standards. This calls for the modernization of education system, providing the appropriate infrastructure, revising regulation limits, forms and methods of this strategically important area, and requires adequate educational management.

The paper aims at highlighting the need of educational management transformation at the stage of innovative changes.

Educational management in the sphere of the educational services market development regulations is called to ensure the effectiveness of this sphere, the quality of its produce (educational services), to prevent risks, and to respond quickly to changes. All this is under the umbrella of current social needs, regional market conditions, as well as strategic factors in the development of the country and its regions in the context of innovative knowledge economy. In addition, market relations gradually penetrate the educational sphere and determine developments and forms of higher education institutions' performance, reorient them to the customers' needs and the diversification of funding sources, exacerbate competition – between universities in the educational market and among University graduates in the labor market. Today, there exists an increasing dependence of the

university performance on economic factors, teaching and research become more resource-consuming. On the one hand, public funding is not able to cover the growing needs of higher education institutions, on the other – it is necessary to develop effective and transparent mechanisms for regulating their extra-budget activities (income). Thus, the social nature of relations in the field of higher education and the growing dependence of universities on economic factors require the formation of mechanisms of state regulation which would be adequate to the market conditions and the development of a new regulatory state educational policy under which higher education would strive at improving its competitiveness.

Management of academic setting involves setting goals and objectives, for educational institutions, their constitution and formation, ensuring the development and implementation of decisions in education, support for the operation of educational institutions, and control of their activities.

The educational management transformation processes should take into account first of all branch and functional approach to the study of management problems, which in its turn includes HR component, intellectual, technological, marketing, innovation, and financial components. Education management is an important part of the education system in Ukraine as a whole. It is a holistic, hierarchical, legally protected and clearly defined system with its integrated features and functions of each segment.

Management process in Ukrainian education is exercised by bodies of state power – President of

Ukraine, the Verkhovna Rada, Cabinet of Ministers, Ministry of Education and Science of Ukraine, ministries and other central government bodies which have in their subordination institutions of higher education, Higher Attestation Commission of Ukraine, the State Accreditation Committee of Ukraine, the government of the Crimean Autonomous Republic, local authorities, local governments, and subordinate education authorities. Further management system is differentiated according to each part of education structure: pre-school, general secondary education, vocational education, and higher education.

Educational management is a complex mechanism that requires modernization. This is recorded in the National Doctrine of Education Development which includes the following main areas of modernization of education management: optimization of the management structures, decentralization of management, reallocation of functions and powers between the central and local executive bodies, local authorities and educational institutions, the introduction of a new system of management activities based on the principles of mutual respect, positive reinforcement, transparent design, examination, testing and approval of legal documents, and installation of monitoring the effectiveness of management decisions and their impact on the quality of education at all levels, field-

testing and examination of educational innovations, introduction of new information management and computer technology, the democratization of the procedure for appointing school leaders, their appraisal, raising the efficiency of all levels of managers, wider involvement of talented youth and women in management activities, and training education leaders.

Thus, the path to progressive changes in the economy, as is proved by the development of advanced countries lies in the changing of educational management. Education should be a determining factor in shaping the innovation and competitiveness of labor; it should include not only education, but also the educational potential and educational expertise, the result of which is the formation of openness to innovation, perception changes, a developed individual style of activity, and the perfect level of culture. Higher education should provide a competitive advantage that can form and grow in the presence of a new economy that focuses on the knowledge and the intelligence of the nation. Formation of the elements of the knowledge economy and the European Higher Education Area require modernization throughout the vertical management of the education system. This will help improve the educational and skill characteristics of population, innovative performance, and will offer new opportunities for economic growth.

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