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**USING OF PROJECT APPROACH TO ORGANIZATION OF REGIONAL
EDUCATIONAL MANAGEMENT IN THE CONDITIONS OF EDUCATIONAL
SYSTEM DEVELOPMENT AT IVANO-FRANKIVSK AREA**

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Actuality of project approach as innovations in organization of regional educational management (REM) is determined. It is well-proven that knowledge is a basic specific resource of economy of knowledge. Decision of the problem questions, related to the knowledge management can come true on the basis of project approach that must become foundation of forming innovative REM. Results of research of its development in activity of public, state and enterprise structures of the Ivano-Frankivsk area are presented. It is well-proven that creative intellectual resource can become the qualitatively new basis of forming REM. Certainly, that a collaboration between state and parastatal structures in the system of education is conducted rather on principles of parallel coexistence, than on the basis of mutual partnership and mutual help. The analysis of research results showed that territorial organization of the REM system must take into account both interests of development of territory and all subjects that will realize educational services at the market, so the spectrum of the functions realized by it must be filled up and renovate.

Keywords: *regional educational management, project, system, education, region, enterprise.*

Introduction. Period from the end of XX to the beginning of XXI century is characterized by radical socio-economic transformations, becoming of the new stage of evolution of the global economic system called economies of knowledge. The

increase of attention to the regional aspects of social and economic development stipulated the overvalue of traditional factors of regional development, rethinking of functions of subjects of regional education, acquisition by them the special value as motive force of positive changes in a region. Solving of problems, related to the management knowledge can come true on the basis of project approach that must become foundation of forming of innovative regional educational management. Realization of project technology consists of formulation to students and listeners of problem, the decision of that needs acquisition of new knowledge, integration of them with the preliminary purchased vital and educational experience, realization of concrete research actions, analysis of the results, formulation of conclusions. It is directed to developing intellectual flairs and physical possibilities of man, and becoming of his emotionally-volitional sphere. Here planning can become the means of social and intellectually-creative self development of all subjects of educational market (pupils, teachers, parents, students, business, public).

Analysis of recent researches and publications. Modern state of reformation of the home system of education investigated by V. Andruschenko [1], V. Zhuravsky [2], M. Zhurovsky [3] and others. Problems of the educational planning are considered in labours of I. D. Bech[4], L. Vuhotsky [5], O. Oleksiuk [6], Yu. Frolov [7] and others. However, in the regional educational system the project orientation of educational management needs more investigations.

Previously unsettled problem constituent. To the economic cut of problem of the use of project approach in an educational sphere, as an effective innovation in forming of educational management, spared pure attention especially at regional level, and that is why it needs further research.

Main purpose of the article. The aim of the article is a ground the necessity of application of project approach to organization of high-efficiency all-sufficient regional educational management.

Results and discussions. Through the prism of conception of economy of knowledge of the special value acquire knowledge management in education facilities of the educational programs and projects. Their aim is steady development of the regional educational system (RES). This task will be realized by the different subjects of educational market. One of innovative approaches is project approach in education.

The article will consider educational projects that is given by the structures of support of business and ungovernmental organizations in the Ivano-Frankivsk area during the last twelve years more concrete.

We'll begin consideration of educational projects that was given by Ukrainian-Canadian Business-centre during 2001-2013, that is in Ivano-Frankivsk. In accordance with Strategy of socio-economic development of the Ivano-Frankivsk area to 2015, this structure has developed new directions in the sphere of support of

business, as «Consortium of institutes of regional development», «International business-club», public organization «MSKI» (Network of assistance of competitiveness and innovativeness). In particular it is possible to distinguish, that in 2008-2010 jointly with Canadian expertly-service organization (CES0) the project of expert support of small and midsize businesses of Ivano-Frankivsk is inculcated. The aim of assistance is integration in WTO and European economic space. Within the framework of project for more than 400 businessmen, leaders of enterprises and civil servants of area the training was conducted on themes: «Increase of competitiveness of small and midsize businesses through introduction of innovations», «Preparation of effective business-suggestion. Most successful world practices», «Improvements of technology of sales, export, work with distributors», «Management changes». Except it 4 two-week consulting projects are realized from a management and marketing on the small enterprises of area (Ivano-Frankivsk, Kalush, Nadvirna, Verkhovuna), including in such industries as: agriculture, food industry, tourism and folk artistic trades (cluster «Suziria»).

And presently free consultations are constantly conducted for businessmen-beginners in relation to business-ideas and search of business-information; educational services appear in development of enterprise with the use of web-technologies, where (a Business-portal of Ivano-Frankivsk (www.business.if.ua)) analytical, reference and methodical sources from an enterprise and business, advertisement and other information that characterizes the economy of area are presented and recommence. For 4 last years the a Business-portal was visited by about two with a half thousand persons; the web-site of the controlled from distance studies is worked out from bases of enterprise and management (www.clearing.if.ua), on that it is possible independently or with the help of consultant to become familiar with the sphere of enterprise and get knowledge necessary for establishment and conduct of small business. On a web-site 14 distance courses and programs are presented. Educational services in foreign languages, on that 9000 persons learned the English and German language, appear with the aim of increase of intellectual level of population of area; in 2009 the program of study of French and bases of computer technologies is started: corporate ordering for enterprises and organizations (480 persons).

Thus, business-centres, as subjects of regional educational politics, will realize own interest, we mean educational projects, that are directed to development of business and tourism, international cooperation, revival of economy of area. They play an important role in forming strategic directions of socio-economic development of this territory. Thus the social aims of regional socio-economic politics such as stabilizing decide at the regional market of labour and providing of employment of habitants of region are solved. Organization of educational management in the conditions of development of region is directed to realization of elucidative,

analytical, socio-cultural, informative, communicational, motivational, cognitive-spiritual, developing functions. I can't but admit that except those functions of strategy and development vision of region, internal and external communication will be realized. If the first function is sent to strategic development of region, then last one consists in adjusting of partner relations, that are formed into REM subjects and from outside by different public, political and diplomatic structures.

Another subject that actively influences on educational politics in a region is a community centre «Business initiatives». Analysis of the structured information about activity of centre for period 2000-2012 showed, that presently it is powerful public organization, that will realize the differently directed educational projects the basic tasks of which are studies in the field of an enterprise. So, community centre «Initiative young people as the regional system of preparation of trainers from an enterprise for the Ukrainian system of education» retrained 30 Ukrainian trainers of enterprise due to what these persons purchased knowledge management, competence and ability for independent introduction of methodology of studies for youth in the field of an enterprise; contacts are adjusted with Polish educational establishments, establishments of territorial self-government and other institutes; informative and communication technologies are used; ideas are widespread about studies of young people in the field of an enterprise among the leaders of regional administration, public institutes, ungovernmental and public organizations, educational establishments. It is shown that eventual beneficiaries of educational projects were not only young people but also people middle and senior age. I can't help saying that they, as representatives of target group, have mostly rural and small cities origin, where it is far more difficult to get access to the modern on-line and educator tutorials, and a situation at the local market of labour is more difficult, than in large municipal cells.

Thus, analysis of public motions and organizations, that are the subjects of educational market in Ivano-Frankivsk, showed that presently there are problems of cooperation of state and public organizations in the sphere of education. Settlement of their relations sometimes results in their contrasting (public organizations and associations appear in opposition, accusing the leaders of imperious structures of backwardness, thinking narrowity, aspiring to the monopolism and corruption). The corruption in education predetermines an increase attention of public exactly to the functions of control of general availability of education and its evaluation instead of adjusting, and an insufficient awareness about activity of organs of educational management causes passivity of its considerable parts. That's why, basic efforts of organs of educational management must head for upgrading of the system of education in accordance with the European standards; harmonization of national interests with international; creation of favourable terms for effective work of all subjects that render services at the educational market.

Now in a region a collaboration between state and parastatal structures in the system of education is conducted rather on principles of parallel coexistence, than on the basis of mutual partnership and mutual help. That's why, the basic tasks of public organs that carry out a educational management on all levels (beginning from Department of education and science of Ukraine and, ending the municipal, district educational management) consist in realization of state and public management, based on the active public participation in a management of territories.

Presently public organizations and associations fill those niches that arise up in activity of regional establishments from coordination of educational problems. Their activity is sent to organization of different conferences, realization of public examination of orders and decisions of city, district, regional authority in the questions of education; creation of the educational projects directed to education during life. In this connection a necessity and expediency of the use of new methods and management technologies by the processes of transformation of RES in the modern socially oriented territorial system is obvious. It, in turn, updates the task of scientific analysis and process of forming of new model of management, as a necessary condition of innovative development of RES. Its kernel is highly intellectual professionals - managers, who are able to react flexibly on a concrete situation that was folded in the educational system of region.

The characteristic feature of development of economy of Ukraine is forming of new pattern of human requirements. The problems of their pleasure require not simply the revision of traditional conceptions in the spheres of labour and employment, profits and their distribution, territorial organization of the system of education and others like that, but also lineation of features of their application in the conditions of regional economy. Therefore territorial organization of the REM system must take into account both interests of development of territory and all subjects that will realize educational services at the market, and the spectrum of the functions realized by it must be filled up and renovate.

Among the arsenal of the modernized REM functions we distinguish: information promotion, that consists in popularization of idea of studies of enterprise of adult population; consultative that consists in placing of auxiliary materials (textbook - manual, compendia of seminars, contacts of the trainers of enterprise, retrained in a project and others like that) in introduction of knowledge in educational establishments through realization of educational projects; advancement, that envisages an exchange, addition of decisions new intentions of internet-users, experience and others like that; socio-cultural, antihunt and other.

Under the conditions of RES development an educational management must quickly adapt oneself to the external changes. Processes of the population's demographic aging that overcame the European countries force a government to search the new ways of socio-economic development. Consider that, in the context of

education during life, REM conception in relation to an adult population must find place in normative documents and corresponding programs of development of education on legislative and regional levels. Realization of this strategic state task will be effective and will provide the achievement of the put aims only then for its implementation next to state structures will bear the social responsibility specialists in the field of an educational management, capable methodically right to project an educational process and work out recommendations for bringing in to his realization of those specialists that can most skilled conduct employment after listeners taking into account principles of andragogics, didactics and acmeology.

Thus, we can establish that under the conditions of economy of knowledge, REM development, as well as all regional educational systems need transformations. New tasks and work assignments that appeared before the system of innovative educational management must have a corresponding, methodical, technical and technological, informative, skilled and financial orgware.

Efficiency of activity after all directions, including preparation of specialists, retraining, in-plant training, professional studies and research works largely depends on quality of scientifically-pedagogical shots of higher educational establishments (HEE) of higher learning, level of professional mastery of faculty advisors, intellectual potential of scientists, their ability to provide in accordance with modern standards of the management of educational process with the use of project, creative approach and to create competitive to the technician and technology. Today exactly skilled potential of HEE of higher learning is the decision factor of activation of the use of all resources of establishment and providing of high efficiency of activity in the conditions of educational and scientific environment competition forming. Speed-up introduction of new knowledge and technologies requires the concerted co-operation of functioning of the innovative system (science, education, of informatively-communication infrastructure) in the only legal field and regulatory environment. Modernisation of regional education will provide development of material and non-material assets (knowledge). «Among the key trends of such reformation there is foremost bringing of education to conformity with the queries of economy, integration in single European educational space, strengthening of research and innovative components» [8, p. 8].

Thus today project approach in the field of education is examined not only as a factor of increase of its quality, development of all spheres of public life, and as a factor of increase of request for educational services. Innovative direction of modern education requires creation of corresponding structures, educational lasant that in the future will result in creation of the system of flexible management.

Conclusions and further researches directions. Management technologies and in particular innovative in an elucidative sphere is the important constituent of state administration, as development exactly of this industry substantially influences on all

spheres of life of society. Every state that cares of rating in the world and future must carefully develop strategy and tactics of management the educational system.

Thus, it is found out in the process of research, that knowledge, as a base primary factor, brings in fundamentally new properties in character of functioning of the system REM, in particular in technology of management, in the increase of role of creative labour and ethical and moral values, in the specific of social relations. Professionalism of shots in combination with high moral values must become REM quintessence, aimed at knowledge and organized on them, where project approach in REM organization must find the proper place in his organizationally-methodical providing.

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**ВИКОРИСТАННЯ ПРОЕКТНОГО ПІДХОДУ ДО ОРГАНІЗАЦІЇ
РЕГІОНАЛЬНОГО ОСВІТНЬОГО МЕНЕДЖМЕНТУ В УМОВАХ РОЗВИТКУ
ОСВІТНЬОЇ СИСТЕМИ ІВАНО-ФРАНКІВСЬКОЇ ОБЛАСТІ**

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Визначено актуальність проектного підходу, як інновації у організації регіонального освітнього менеджменту (РОМ). Доведено, що знання – це основний специфічний ресурс економіки знань. Вирішення проблемних питань, пов'язаних з управлінням знаннями може здійснюватися на основі проектного підходу, який має стати фундаментом формування інноваційного РОМ. Представлені результати дослідження його розвитку у діяльності громадських, державних та підприємницьких структур Івано-Франківської області. Доведено, що ядром системи формування РОМ на якісно новій основі є креативний інтелектуальний ресурс. Визначено, що співпраця між державними та позадержавними структурами в системі освіти проводиться скоріше на засадах паралельного співіснування, ніж на основі взаємопартнерства і взаємодопомоги. Аналіз результатів дослідження показав, що територіальна організація системи РОМ повинна враховувати як інтереси розвитку території, так і всіх суб'єктів, що реалізують освітні послуги на ринку, а значить спектр реалізованих ним функцій повинен поповнюватися та оновлюватися.

***Ключові слова:** регіональний освітній менеджмент, проект, система, освіта, регіон, підприємництво.*

**ИСПОЛЬЗОВАНИЕ ПРОЕКТНОГО ПОДХОДА К ОРГАНИЗАЦИИ
РЕГИОНАЛЬНОГО ОБРАЗОВАТЕЛЬНОГО МЕНЕДЖМЕНТА В УСЛОВИЯХ
РАЗВИТИЯ ОБРАЗОВАТЕЛЬНОЙ СИСТЕМЫ ИВАНО-ФРАНКОВСКОЙ ОБЛАСТИ**

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Определена актуальность проектного подхода, как инновации, в организации регионального образовательного менеджмента (РОМ). Доказано, что знание - это основной специфический ресурс экономики знаний. Решение проблемных вопросов, связанных с управлением знаниями может осуществляться на основе проектного подхода, который должен стать фундаментом формирования инновационного РОМ. Представленные результаты исследования его развития в деятельности общественности, государственных и предпринимательских структур Ивано-Франковской области. Доказано, что ядром системы формирования РОМ на качественно новой основе есть креативный интеллектуальный ресурс. Определено, что сотрудничество между государственными и внегосударственными структурами в системе образования проводится скорее на принципах параллельного сосуществования, чем на основе взаимопартнерства и взаимопомощи. Анализ результатов исследования показал, что территориальная организация системы РОМ должна учитывать как интересы развития территории, так и всех субъектов, которые реализуют образовательные услуги на рынке, а значит спектр реализованных им функций должен пополняться и обновляться.

***Ключевые слова:** региональный образовательный менеджмент, проект, система, образование, регион, предпринимательство.*