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An extended abstract of a paper on the subject of:
“Strategic management of higher educational based on integrated computer technologies”

Problem setting. *From the perspective of strategic management a higher educational establishment as any other organization, that seeks success is to carry out activities according to the Strategy for monitoring and systematically report on the dynamics of the key indexes for efficiency determined in the Strategic plan and their deviations from the objective values. It is expected that for a certain period of time strategic objectives and tasks will stay constant. However, the key indexes of efficiency and their objective values will require a periodic modification as the result of changes in the operational environment. The necessary methods and instruments, which will allow managing the processes, are the following: control and integration of the strategy realization indexes, establishing a database for making efficient management decisions on the strategic level of the organization.*

The issues of strategic management for a higher educational establishment become significant in the context of implementation for the statutes of the new version for the law of Ukraine “On Higher Education”. The law foresees autonomy of the higher educational establishment, namely, “ independence, self-sufficiency, responsibility of the higher educational establishment in rendering decisions as for the development of academic freedom, organization of academic processes, scientific researches, internal management, economic and other activities, independent recruitment and placing of employees”. The authorities of the higher educational establishments together with the autonomy get an enormously increased responsibility for the establishment’s activities. However, in the process of reforming of higher education the requirements to the organization of the academic training become more rigorous. The new reduction of the “Licence provisions for realization of the activities of educational establishments” from 01.09.2017 the requirements to staff acquisition of educational activities are introduced. That assumes a number of norms, which have never been used earlier. Higher educational establishments are to adjust their activities in accordance with these norms by the indicated date, which supposes a considerable amount of work on re-engineering of the own business processes, correction of the University strategy and a search for the most efficient methods of the changes management.

Recent research and publication analysis. *Higher education reformation in Ukraine is part of systemic transformations of the economy of our country. Participation of Ukraine in the processes of integration and globalization is reflected not only in the applied aspects of the transformations, but also on the theoretical and methodological levels of researches in various scientific specialties. Thus, the works of N.O. Brukhanova are dedicated to such management tool (in the context of pedagogy) as simulation (modelling). It means studying objects of cognition in their models, which is an obligatory stage in scientific and methodical search of ways for improvement of didactical components of the educational process. S.V. Kurbatov researches philosophical foundations of the university education. The works of V.O. Ognevyuk are devoted to the issue of strategic development of education in national and regional aspects and in the context of values for a sustainable human development. S.M. Dombrovskaya researches the mechanisms for implementing the state policy in the field of higher education. It is not a complete list of the researchers and practitioners working on the*

issues of scientific and practical support for modernization of the system of higher education in Ukraine.

In order to improve the strategic management it is necessary to specify the approach to the development of an integrated computer technology. Such a technology should meet the requirements of authorities of the higher educational establishments and the teachers in the information in the process of the strategic plan implementation.

Paper objective. Paper objective is to consider the ways to improve the strategic management for higher educational establishments using appropriate information technology; to find out the place and role of ICT in development and implementation of the strategies for higher educational establishments.

Paper main body. In the strategic management of higher educational establishments, attention should be paid to the content and structure of the Strategy of the university. It is necessary to hold on tight to the principle of hierarchy of the objectives and the indicators for their achievement on three levels.

The structure of the Strategic Plan of a higher educational establishment should be developed in a hierarchical form of 4 elements:

- 1) Mission and vision
- 2) Strategic objectives
- 3) Resources for the strategy implementation
- 4) Strategic themes.

The mission and vision should be placed on the top of the pyramid, and the strategic topics should lie at the root.

The plans for the work of the structural units of a higher educational establishment are developed in accordance with the Strategic Plan and have complementary strategies and plans for various areas of the university activities. They provide the details of how the university will implement the strategy outlined in the plan.

The presence of a clearly structured strategy is necessary, but not a sufficient factor for a successful implementation of strategic management. The next step should be the formalization of strategically important business processes of organizations that, in turn, will become the basis for the development of ICT.

To formalize and optimize the business processes should an appropriate software should be used, in particular, tool environment Business Studio, which allows to describe processes using notations IDEF0, Procedure, Process, EDS, VRMN.

It is considered that the strategic management of higher educational establishments should use the information technology that takes into account the specific characteristics of the activities as well as the emphasis of the strategic plan of the establishment.

Based on the recommendations of the Project Management Institute, a number of works of domestic and foreign researchers, it is expedient to use in strategic management of the higher educational establishment the method of Balanced Scorecard. On the strategic map of the university, the strategic objectives are distributed according to the respective prospects (important for the university sectors), which are interrelated by cause-effect relationships. For each objective, a set of indicators is defined, which are used to determine the expected level of the objective achievement.

Conclusions of the research. Thus, in order to improve the strategic management, an approach to the development of an integrated computer technology is suggested, which should meet the needs of higher educational establishments in information for the strategic plan realization. This approach is based on the thesis that the presence of a clearly structured strategy is a necessary but not sufficient factor for a successful implementation of strategic

management. Formalization of strategically important business processes should become an intermediate link between development of the strategy and the use of ICT.