

## **Formation of a Mechanism for Public Management of Higher Education Development in Ukraine**

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*The article considers the peculiarities of the formation of the mechanism of public management of higher education of Ukraine. It was revealed that the development of higher education in Ukraine in market competitive conditions requires the transformation of the public governance sector in accordance with new trends and innovative transformations. An analysis of the relevant interests of the parties to the process of public management of higher education was carried out and a substantive scheme of this process was constructed, which reflects the interests of all participants and their relationship. Description of monitoring in the mechanism of public management of higher education is provided and stages of its implementation are given. The main directions of the organization of control over the key results of the implementation proposed within the framework of the mechanism of public management of higher education and the strategy have been developed. The expected results of the strategy are identified, which are the main priorities, aspirations, and guidelines for the public management of higher education in Ukraine.*

*Keywords: education system, practical mechanism, monitoring, development strategy, public governance*

## INTRODUCTION

The basic condition for the sustainable development of a progressive state must be an effective and well-functioning system for the provision of educational services at all levels. Education is a strategic resource for the socio-economic, cultural and spiritual development of the country's society, improving the well-being of citizens, ensuring national interests, strengthening international authority and forming a positive image of the state, creating conditions for the self-realization of each individual. It should also be noted that the sphere of education and public management is now at the next stage of reform. At the same time, all levels of education are being reformed: both preschool education, higher and scientific education, as well as postgraduate education in the education system during life. Reforms in higher education are aimed at ensuring the growth of the quality of Ukrainian higher educational institutions, the competitiveness of their graduates, as well as ensuring their and general democratization of life in accordance with international standards (Nosik et al., 2021). Therefore, in order to maximize the impact of reforms, especially in the area of public management in higher education, where very high social responsibility is required, they must be based on scientific-based provisions and have a practical mechanism for their implementation (Sych et al., 2021). Hence, research on the problems of developing and implementing a mechanism for public management of the development of higher education in Ukraine is relevant.

The problem of public management of higher education was dealt with by many scientists and specialists in public governance and administration, namely: Verbytska, A.V., Nepomnyashchyy, O., Lelechenko, A.P., Lebedinska, O.Y., Derun, T.M., Berdanova, O.V., Diegtiar, O.A., Obolenskyi, O.Yu., Melnyk, A.F., Tamm, A., Postupna, O., Hloba, H.O., Pryzhyvara, S.V., Kushnir, S.M., Shestakovska, T.L., Kholiavko, N.I., Mostova, M.A., Zhyliaiev, I. B., Kovtunets, V.V., Somkin, M.V., Mazur, I.I., Saukh, P. Yu. Gryshova, I.Yu., and others. Despite their research, the development, implementation and integrated functioning of a universal and effective public management mechanism of higher education remain unresolved.

The purpose of the article is to create a universal and effective mechanism for the public management of higher education. To achieve the purpose, the following objectives are solved in the article:

- to identify the place of higher education in public management and the problems of its implementation;
- to analyze the harmonization of the respective interests of the parties to the process of public management of higher education;
- to establish a mechanism for public management of higher education in Ukraine;
- to develop monitoring stages within the proposed mechanism of public management of higher education;
- to identify measures to monitor the implementation of the strategy of public management of higher education;
- to present the expected results of the implementation of the strategy of public management of higher education.

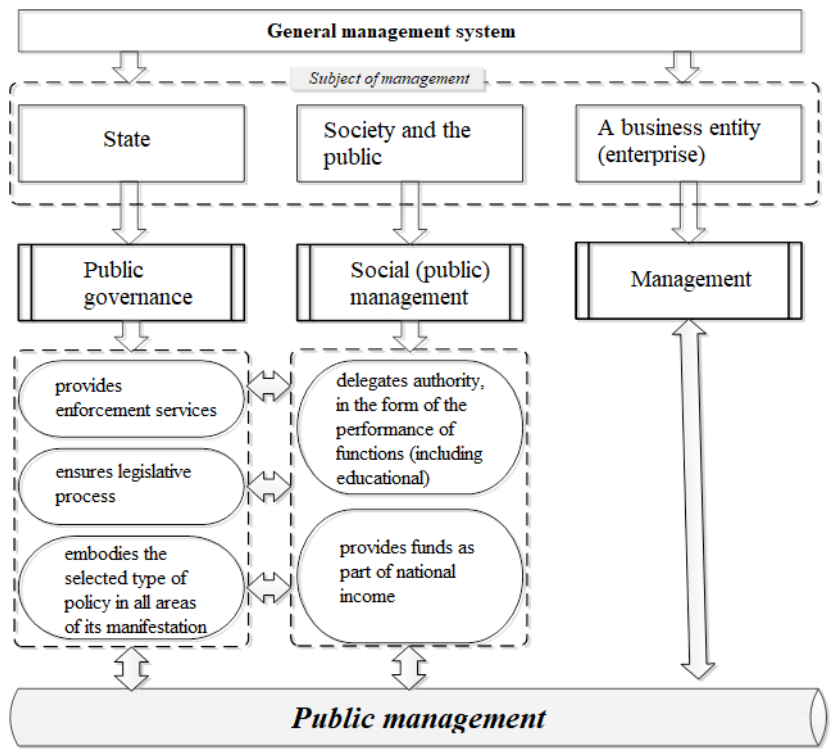
The development of higher education in Ukraine in market competitive conditions requires the transformation of the public governance sector in accordance with new trends and innovative transformations. At the present stage of the development of society, this is characterized by the need to determine the prerequisites for the formation of the principles of public management and the improvement of the system of its mechanisms, using world experience.

## FEATURES OF PUBLIC MANAGEMENT IN THE GENERAL MANAGEMENT SYSTEM

During the study of literary sources, it was determined that public management is oriented towards the realization of general (public) interests and includes the following component parts, namely: public governance (public authorities) and public management (public institutions). These elements interact, complement each other, based on the principle of unity of public interest and the feasibility of harmonizing managerial impact in order to strengthen its effectiveness. In the public management system, public governance plays the main role,

which has a governing effect on all spheres of social and public life. At the same time, in the context of the introduction of democratic transformations, the activity of public structures in the management not only of public affairs, but also of state affairs, in solving social problems is increasing. Therefore, it is appropriate to indicate the place of public management in the general management system in Figure 1.

**FIGURE 1  
PLACE OF PUBLIC MANAGEMENT IN THE GENERAL MANAGEMENT SYSTEM**



developed by the author

So, by summarizing the research of the essence of public management, we can conclude that by public management we can mean the method of management, which enables the provision of legal services to the society and the implementation of the selected type of policy, which embodies the authorities to which these powers were delegated as the will of the people in state and city elections, both within the country and abroad, in all its manifestations. Having clarified the general essence of the concept of “public management”, one can proceed to determine the place of higher education in the public management system. An effective system of providing educational services in Ukraine is a prerequisite for its sustainable development. Education, as stated in legislative documents, is not only the basis for the development of the individual, his successful socialization, economic well-being but also the key to the development of a society united by common values, culture, and the state.

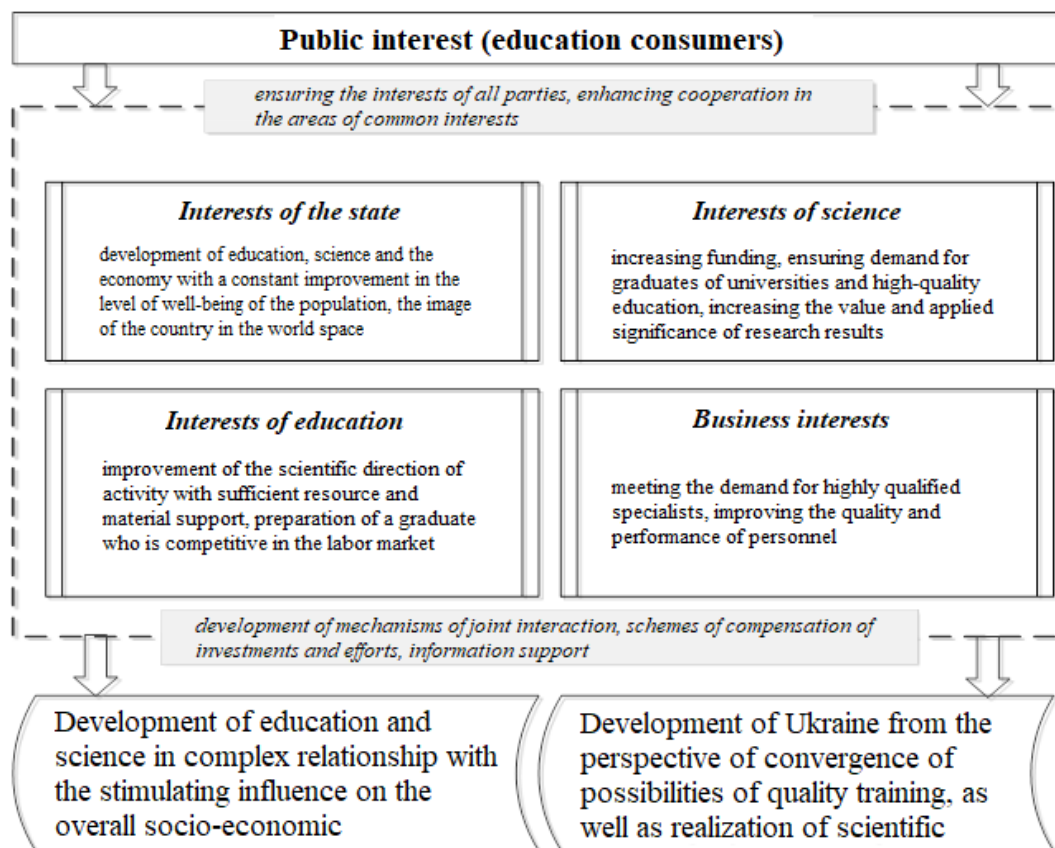
Quite often, in scientific and methodological research, higher education is considered as an object of state or public management. It was noted by scientists that public management of education is a special type of professional activity aimed at the education system in order to ensure its functioning, dynamic development due to changing circumstances. The main essence of the public management of education is the purposeful activity to create social, organizational, legal, personnel, pedagogical, material and financial and other conditions necessary for the optimal functioning and development of the sector, the realization of its goal, the transition to a qualitatively new state. Public management of the development of higher education in the Ukrainian modern information-oriented society should include the interaction between the state, the higher education system, and economic entities that need qualified personnel. However, in the process of constant changes, the higher

education system at the present stage is often unable to fulfill the task of training a graduate with the relevant and necessary knowledge. The reasons for this are as follows:

- the time gap between the beginning and the completion of studies;
- a significant difference between theory and real practical situations,
- low level of involvement of practical experience in training, especially for teachers who themselves do not have practical experience in real business entities and have not encountered emerging situational problems;
- weak material and technical, and especially innovative equipment of the educational process in many higher educational institutions, etc.

It should be noted that overcoming the presented shortcomings of the higher education system through public management is possible only by harmonizing the interests of all parties, where the main factor should be the satisfaction of the needs and interests of the society that seeks to obtain higher education (Figure 2).

**FIGURE 2**  
**PUBLIC MANAGEMENT OF THE DEVELOPMENT OF THE HIGHER EDUCATION IN THE**  
**CONTEXT OF THE COORDINATION OF THE RELEVANT INTERESTS OF THE**  
**PARTIES TO THE PROCESS**

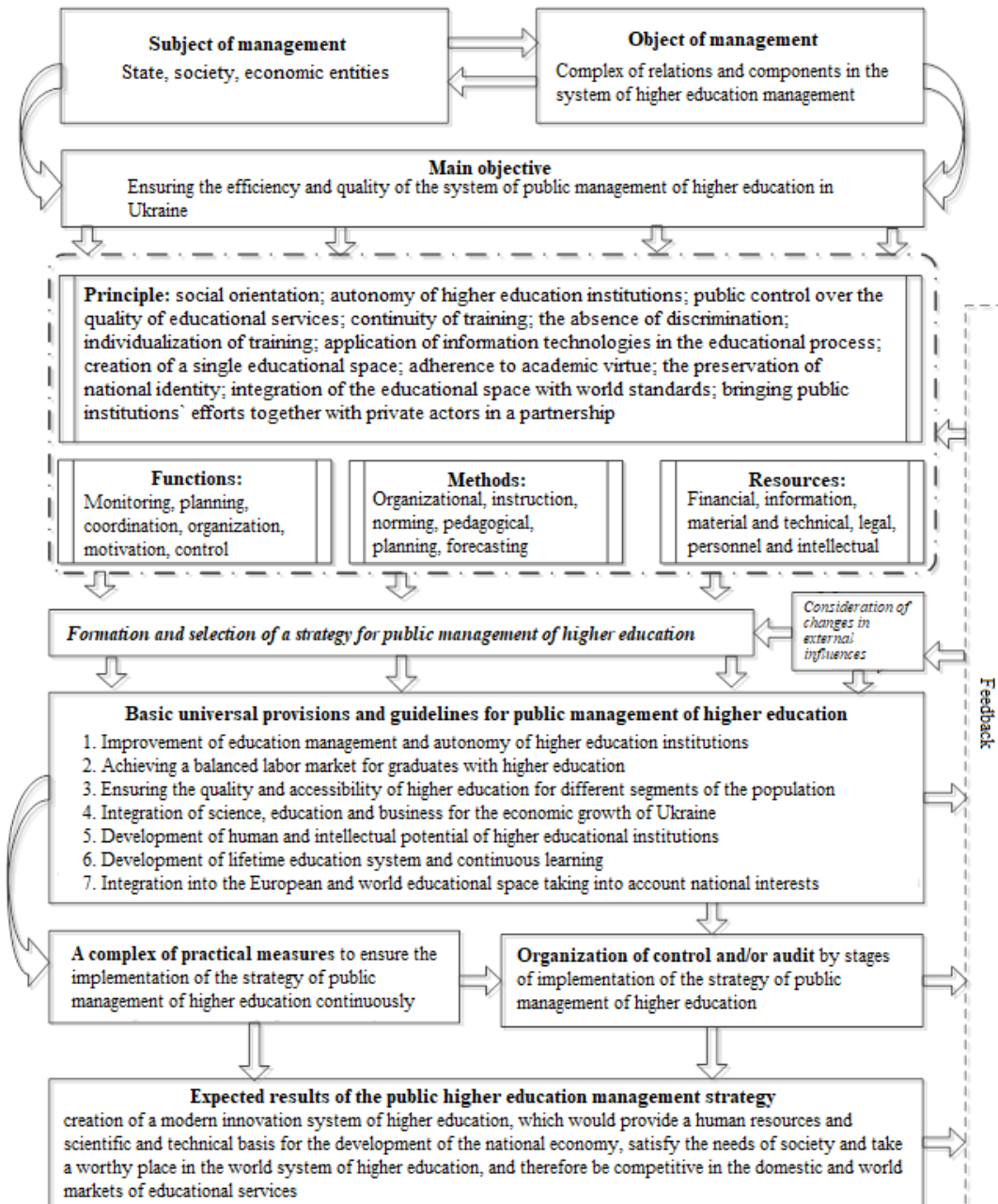


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### CHARACTERISTICS OF PUBLIC MANAGEMENT OF HIGHER EDUCATION

Based on the above, the mechanism of public management of higher education of Ukraine can be developed in Figure 3, which provides for the maximum effective use of all types of resources to achieve strategic goals and priorities.

**FIGURE 3**  
**MECHANISM OF PUBLIC MANAGEMENT OF HIGHER EDUCATION OF UKRAINE**



developed by the author

When implementing the mechanism proposed in Figure 3, special attention should be paid to obtaining reliable, complete, and up-to-date information on the political, socio-economic, and scientific-technical situation in the country and directly and/or indirectly affects the functioning of the educational system. This led to the need to introduce monitoring as the main function of the developed mechanism of the procedure for public management of higher education. Monitoring of indicative (short-term) and strategic (long-term) indicators involves the disclosure of deviations with consistent and regular analysis of these indicators in the scientific and educational system and compliance with the requirements of the external environment, that is, innovations of employers to respond to changes in qualification characteristics in the form of changes in educational tactics or

correction of general training courses in educational institutions carrying out scientific and educational activities. The system of monitoring public management of higher education should include the following stages:

1. Assessment of efficiency of educational programs implemented at the initiative of employers (business), subject to taking into account current and prospective changes and expected results.
2. High-quality financial, institutional legal, organizational, and other forms of public management of higher education at all levels of training.
3. Development of forecasts for the development of new directions and characteristics in the higher education system.
4. Assessment of the results of the practical work of applicants in all functional aspects.
5. Monitoring of compliance of higher education results with state standards of education.
6. Assessment of the grade of qualification of the human resources of the system, which provides the training process for all stages of completion.
7. Introduction of an innovative component at various levels of public management of the development of higher education.
8. Assessment of the effectiveness of management decisions based on monitoring data.

The main directions of the organization of control over the key results of the implementation of the strategy proposed under the mechanism of public management of higher education (Figure 3) are the following:

- analysis and monitoring of the social conditions of the general education system;
- control of compliance of educational methodological, scientific and organizational material with socio-economic priorities of society development (industry, production);
- comprehensive and integrated diagnostic of the quality of higher education;
- diagnostic of the readiness of a contingent of students for the implementation of the educational process within the framework of the proposed mechanism of public management of higher education;
- monitoring the determination of the quantitative and qualitative level of employment and the possibility of further professional realization of the knowledge of graduates of higher education institutions;
- monitoring the impact of educational programs and material on the development of applicants for higher education;
- examination of the innovation activity of the higher education system, tracking the social effectiveness of innovative programs, and making proposals.

The final and conclusive stage of the mechanism proposed in Figure 3 is the determination of the expected results of the implementation of the strategy, as the main priorities, aspirations, and guidelines of public management of higher education, namely:

- development of an effective public management system, the basic condition of which would be a reasonable combination of autonomy with adequate government regulation;
- stability of financing of activities and development of higher education institutions based on equal state financing, as well as increased emphasis on attracting funds from business structures, individuals, and foreign investors;
- stable and sufficient funding for research activities of higher education institutions by both the state and the private sector;
- growth of the world ranking of Ukrainian scientists and higher educational institutions;
- increasing the quality of education to increase the attractiveness of higher educational institutions for both Ukrainian applicants and students from other countries;
- acquisition by students of a high level of professional knowledge and competencies;
- increasing the prestige of teaching, scientific and methodological activities;
- reducing the outflow of the best students and teachers to foreign universities;
- formation of a system of motivation of teachers for scientific work, self-education, advanced training, creation of innovative developments, the introduction of new methods and approaches in teaching;

- upgrading of logistics, information and library support to world standards, the introduction of modern information visualization technologies;
- achievement and maintenance of positive dynamics of the number of foreign applicants for higher education at all levels and spatial differentiation.

## CONCLUSIONS

It is determined that the main condition for the sustainable development of a progressive state should be an effective and well-established system for the provision of educational services at all levels. Problems in the field of reform of higher education should be solved by conducting science-based research and developing a practical mechanism for overcoming them. As a result of the synthesis of theoretical and methodological studies on the definition of the concept of “public management”, it was revealed that public management is oriented towards the realization of general (public) interests and includes the following parts, namely: public governance (state authorities) and public management (public institutions). The place of public management in the general management system is determined. The concept of “public management” has been clarified using the author’s definition, namely, it is a method of management that allows ensuring the provision of legislative services to society and the implementation of a selected type of policy, which is embodied by the authorities to which these powers were delegated as the will of the people in state and city elections, both within the country and abroad, in all areas of its manifestation.

An analysis of the relevant interests of the parties to the process of public management of higher education was carried out and a substantive scheme of this process was developed, which reflects the interests of all participants and their relationship. The mechanism of public management of higher education of Ukraine has been formed, which involves the maximum effective use of all types of resources to achieve strategic goals and priorities. A complex of monitoring stages has been developed within the framework of the proposed mechanism for public management of higher education. The measures of diagnostics, control, and examination of certain elements for the implementation of the strategy of public management of higher education have been determined. The expected results of the implementation of the strategy of public management of higher education which are the main priorities, aspirations, and guidelines of successful and effective public management of the higher education system of Ukraine, are provided.

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