

**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**STRATEGIC PRIORITIES OF HIGHER  
EDUCATION DEVELOPMENT IN UKRAINE****СТРАТЕГІЧНІ ПРІОРИТЕТИ РОЗВИТКУ  
ВИЩОЇ ОСВІТИ УКРАЇНИ**

**Urgency of the research.** At the present stage, a complex of strategic measures aimed at the development of education has been formed and implemented in Ukraine. However, the reform process is slow, and the reforms effectiveness does not meet the expectations of stakeholders. It brings up to date the task of increasing the justification and effectiveness of higher education development strategy.

**Target setting.** The effectiveness of the strategy implementation of the higher education development depends to a large extent on the choice of strategic alternatives, the coordination of strategic priorities and goals, which necessitates the improvement of the methodological principles of strategic management.

**Actual scientific researches and issues analysis.** On the basis of analysis of normative legal acts of Ukraine and scientific literature, the essence and the place of strategic priorities and strategic goals in the process of formation of higher education development strategy are specified.

**Uninvestigated parts of general matters defining.** Providing the justification of strategic priorities and strategic goals, which ordering will enhance the validity and effectiveness of the strategy of higher education system development in Ukraine.

**The research objective.** Determination of the formation and implementation basic principles of higher education development strategy on the basis of coordination of strategic priorities and strategic goals.

**The statement of basic materials.** The article analyzes the normative documents and the main measures aimed at reforming the higher education of Ukraine; a strategy for the development of higher education is formulated on the basis of strategic priorities and strategic goals coordination.

**Conclusions.** A tool to implement state policy on the development and modernization of the higher education system is a balanced strategy; strategic priority directions of its implementation and their scientific-methodological and forecast-analytical substantiation are defined.

**Keywords:** higher education development strategy; strategic priorities and strategic goals; stages of higher education development strategy forming.

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**Urgency of the research.** At the present stage, a complex of strategic measures aimed at the development of education has been formed and implemented in Ukraine. Priority directions of the state policy in the field of higher education are determined by the norms of the Laws "On Education" and "On Higher Education". The objective need for reforming the national system of higher education (NSEH) has been reflected in a number of documents, including: National Strategy for the Develop-

**Актуальність теми дослідження.** На сучасному етапі в Україні сформовано та реалізується комплекс стратегічних заходів, спрямованих на розвиток освіти. Проте, процес реформування відбувається повільно, а ефективність реформ не відповідає очікуванням зацікавлених сторін. Це актуалізує завдання підвищення обґрунтованості й результативності стратегії розвитку вищої освіти.

**Постановка проблеми.** Ефективність реалізації стратегії розвитку вищої освіти значною мірою залежить від вибору стратегічних альтернатив, узгодженості стратегічних пріоритетів та цілей, що обумовлює необхідність удосконалення методологічних засад стратегічного управління.

**Аналіз останніх досліджень і публікацій.** На основі аналізу нормативно-правових актів України та наукової літератури уточнено сутність та визначено місце стратегічних пріоритетів і стратегічних цілей в процесі формування стратегії розвитку вищої освіти.

**Виділення недосліджених частин загальної проблеми.** Забезпечення узгодженості стратегічних пріоритетів та стратегічних цілей, впорядкування яких сприятиме підвищенню обґрунтованості й результативності стратегії розвитку системи вищої освіти України.

**Постановка завдання.** Визначення основних засад формування і реалізації стратегії розвитку вищої освіти на основі узгодження стратегічних пріоритетів та стратегічних цілей.

**Виклад основного матеріалу.** У статті проаналізовано нормативні документи та основні заходи, спрямовані на реформування вищої освіти України; сформульовано стратегію розвитку вищої освіти на основі узгодження стратегічних пріоритетів та стратегічних цілей.

**Висновки.** Інструментом реалізації державної політики щодо розвитку та модернізації системи вищої освіти є виважена стратегія, визначені стратегічні пріоритетні напрями її реалізації, їх науково-методологічне та прогнозно-аналітичне обґрунтування.

**Ключові слова:** стратегія розвитку вищої освіти; стратегічні пріоритети та стратегічні цілі; етапи формування стратегії розвитку вищої освіти.

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ment of Education in Ukraine for 2012-2021 [1]; The Strategy for the Reform of Higher Education in Ukraine 2020 [2]; Concept of the development of Ukrainian education for the period 2015-2025 (project) [3]. However, not all measures aimed at the reforming of higher education have been successfully implemented. One of the main reasons for the lack of effective reforms in the educational sphere is the high level of its inertia as a system, which determines the relevance of finding ways to increase efficiency and accelerate the reform process.

**Target setting.** The real strategies of both individual higher education institutions (HEI) and National System of Higher Education as a whole should be based on alternative options for specific programs and activities. The effectiveness of strategy implementation depends to a large extent on the interaction of these options among themselves and the ability of the system to respond flexibly to new opportunities and unexpected risks. In practice, the decomposition process of a strategy to the level of specific strategic alternatives is usually accompanied by contradictions of both objective and subjective nature. It is confirmed by the fact that, despite the large number of strategic documents aimed at reforming the education system in Ukraine, the reform process is slow, and the effectiveness of reforms does not meet the expectations of stakeholders.

**Actual scientific researches and issues analysis.** The current stage of socio-economic development of Ukraine is characterized by profound changes in all spheres, including educational ones, the present and the future of Ukrainian society depends on the reformation effectiveness.

The end of 2013 should be determined as the beginning of the education system reform, when the Presidential Decree No. 344/2013 of June 25 approved the National Strategy for the Education Development in Ukraine until 2021 [1]. On November 12, 2014 "Strategy of Higher Education Reform of Ukraine 2020", developed by the working group under the Ministry of Education and Science of Ukraine was presented to the discussion [2]. In 2014 the Strategic Advisory Group "Education" developed the Draft Concept for the Development of Ukraine's Education for the period 2015-2025 [3]. The analysis showed that all these documents are aimed at achieving common goals, namely: (1) ensuring the availability of quality education for all segments of the citizens as the basis of social mobility and reducing socio-economic differentiation in society; (2) ensuring the current and future needs of the economy and the social sphere in the specialists required qualifications, creating conditions for the development of continuous education; (3) promotion of the active inclusion of graduates of higher educational institutions in the economic, social, political and cultural life of society; (4) development and effective use of scientific and technical potential; (5) activation of innovation activity; (6) creating conditions for the consolidation of youth in the spheres of science, education and high technologies; (7) the formation of effective economic relations in education; (8) the formation of an effective mechanism for managing the development of education on the basis of the responsibilities distribution among subjects of educational policy, etc.

G. Mintzberg, J. B. Quinn and S. Ghoshal note in their paper [4] that a well-formulated strategy allows to organize and distribute to a certain extent the limited resources of the organization "in the most effective and the only correct way on the basis of internal competence, anticipation of changes in the external environment and taking into account possible counterparts of the opponents". One of the effective ways to increase the effectiveness of strategy implementation is the choice of strategic priorities (SP) that define the "general line that will transform the strategy into results" [5]. Thus the SP implies the particular actions (measures) that need to be applied to implement the strategy in the medium term. Effective use of the SP is possible in a case of a number of criteria are met, among which are [5; 6]: limitation of the number of strategic goals; focus on the medium-term perspective; orientation towards the future; making "hard" decisions; elimination of critical shortcomings; specifying measures and recommendations; coordination of the positions of the interested parties.

The Law of Ukraine "On Priority Areas of Innovation Activity in Ukraine" defines the priority areas as "scientifically and economically grounded ... directions of innovation activities aimed at ensuring the country's economic security, the creation of high-tech competitive environmentally friendly products, the provision of high-quality services and increased export potential..." [7, art. 166]. Priority directions of innovation activity are divided into strategic (for the period up to 10 years) and medium-term (for a period up to 5 years) ones.

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**Uninvestigated parts of general matters defining.** The analysis of trends in the development of higher education in Ukraine and the problems of its reform [8, p. 355-358; 9, p. 112-115] made it possible to conclude that there is a need to improve the scientific and methodological apparatus of strategic management of higher education, namely, the approach to the definition and coherence of SP and strategic goals (SG), which streamlining will contribute to increasing the validity and effectiveness of the strategy for the development of NSHE.

**The research objective.** Determination of the basic principles of formation and realization of the strategy of the development of the NSHE on the basis of the coordination of the SP and the SG.

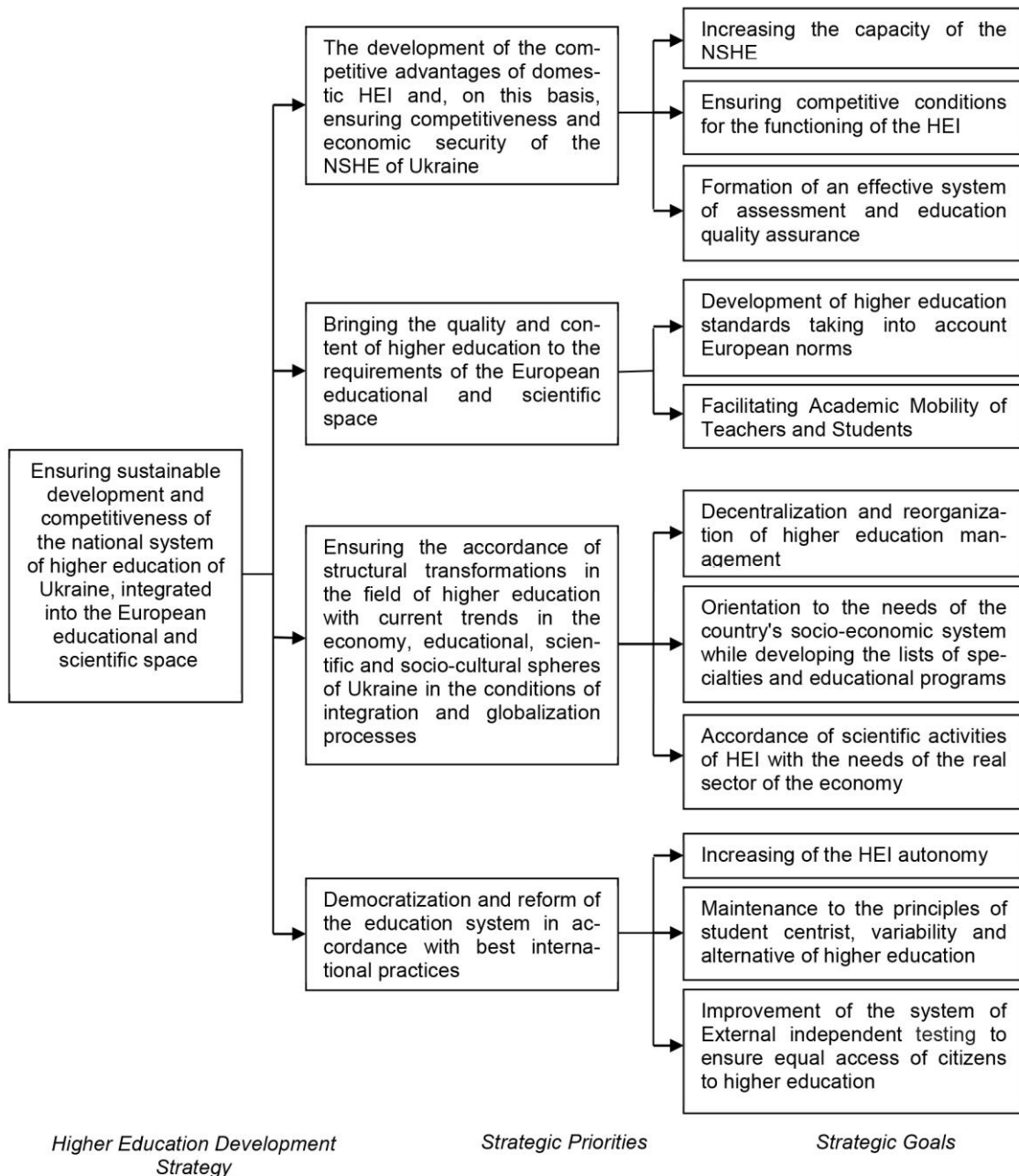
**The statement of basic materials.** Among the main priorities of the development of the national innovation system of Ukraine in the direction of creating a competitive domestic sector of research and development (in accordance with the Concept for the development of the national innovation system [10]), the following are defined: SP 1. Providing innovative orientation of the education system; SP 2. Increasing the effectiveness of the domestic sector of research and development in order to strengthen its role in ensuring the innovative development of the national economy; SP 3. Ensuring expanded reproduction of knowledge based on the integration of vocational education institutions, academic and scientific sectoral institutions. Each priority is detailed with a limited number of goals, which specify the necessary measures (how to achieve the goals).

The formation of a strategy for the development of higher education in Ukraine is proposed to be carried out in the next stages: Stage I. Analysis of the external environment and the state of the higher education system of Ukraine; Stage II. Formation of higher education development strategy based on the analysis of the external environment and the state of the NSHE; Stage III. Formation of the system of strategic priorities and goals of higher education development in Ukraine (detailed strategy); Stage IV. Formation of organizational and resource support for implementation of the strategy; Stage V. Identification of strategic measures aimed at achieving strategic goals with a detailed level of management and time; Stage VI. Monitoring of the results of the strategy implementation in order to identify the disadvantages and ways of their elimination, adjusting strategic measures.

Analysis of the state and trends of the development of the higher education system taking into account global challenges and national problems and the main provisions of the National Strategy for the Development of Education in Ukraine for the period up to 2021, the Strategy for the Reform of Higher Education in Ukraine 2020, the Concept for the Development of Ukraine's Education for the Period 2015-2025 (draft), as well as the results of the National Agency for Quality Assurance in Higher Education in Ukraine, allowed to formulate a strategy for the development of higher education, to identify the main SP and the SG system for each priority (Fig. 1).

**Conclusions.** The success of the reforms that are reflected in the documents under consideration depends on the effectiveness of the mechanism of counteracting the threats and dangers of the development of higher education as a system, the main of them are: reduction of the competitiveness of national universities and, consequently, the outflow of university entrants and scientific-pedagogical personnel abroad, the loss of the potential of scientific schools, the prestige fall of the profession of scholar and teacher, underfinancing of higher education institutions, the crisis of non-payment due to inflation, worsening of the demographic situation and socio-economic upheaval. An important component of this mechanism is the state policy on both the development and modernization of the system of education in general and higher education in particular, which should be based on a weighed strategy, strategic priority directions of its implementation, their scientific-methodological and forecast-analytical substantiation are defined.

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**Fig. 1. Subordination of strategic priorities and strategic goals in the context of the forming of the NSHE development strategy**

Source: created by the authors on the basis of [1; 2; 3]

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