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Технологический Университет

**Инновационные
и приоритетные
направления
в преподавании
гуманитарных дисциплин
в техническом вузе**

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APPROACHES TO EFFICIENCY EVALUATION OF ACTIVITY OF MODERN RUSSIAN UNIVERSITY IN THE ASPECT'S ORGANIZATIONAL AND MANAGERIAL

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The article deals with the approaches for definition and efficiency evaluation of activity of modern Russian University in the organizational and management aspects. Authors are discovered and analyzed modern tendencies in the construction of the management structure of educational institutions. The characteristics of the innovation component in the evaluation of higher educational institutions are given. Some recommendations for improving the organizational structure of the University are given.

Keywords: education, organization structures, innovations, effectiveness.

The modern tendencies in development of the higher education system prove that higher educational facilities are not just an institute providing educational services and getting high qualification; they become the main innovative center («the forge» for new and progressive scientists, new ideas, start-ups). Higher

educational facilities also become the heart of the regional development in common. The Russian higher education and economic system in common are challenged in the globalization century, answers in it won't be able to be ignored.

The first, the high education system has to summon up several important elements to contemporaneously: science, business and government. The second, the change of key indicators happen to efficiency evaluation of high education facilities, the new components appear, for example, such component as «innovative capacity» for depending from further activity of the institute. The third, the reassessment of concentration programs is made. The areas of training specialists of high qualification are changed. New competences and requirements are appeared and the methods of organization and giving classes are also changed.

Therefore, the modern Russian high education facilities face with a number of problems to be solved.

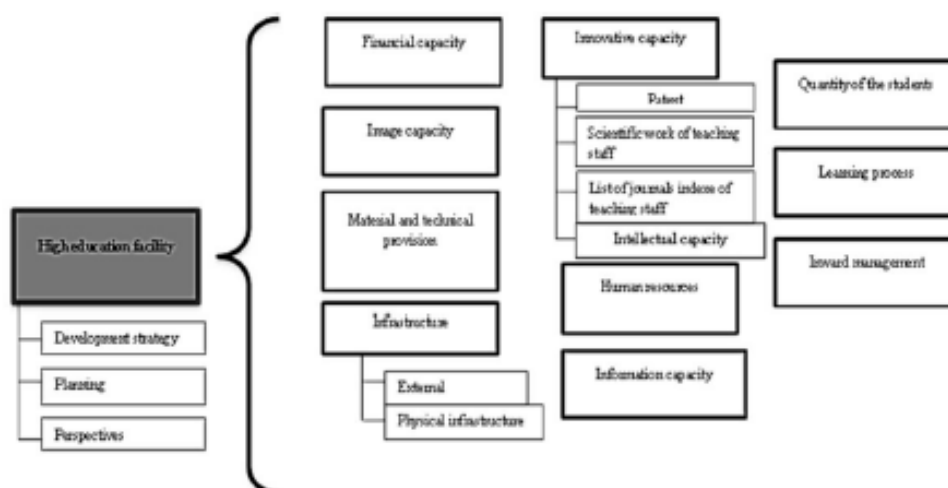
1. To provide interaction of the business-university-government mechanism.

2. To analyze the main inward capacity, the development strategy of the high education facility and innovative capacity of the high education facility.

3. To assess efficiency of organization structure and management structure of the university.

Efficiency is the essential indicator for high education facility determining the degree of productivity in the regional development system. The productivity is determined with indicators as «employment of graduates», «providing research work», «university participation in the regional projects» etc. With the aim of integration of the Russian education in the European educational space according to accession to The Bologna Convention; most universities were inefficient admitted.

It should be emphasized that efficiency evaluation of the high educational facilities begins with the estimation of all structure components functioning of the high educational facility. We shall consider the components for clarity with the scheme:



Scheme 1 – The structural components of the high educational facility

This scheme reflects the high educational facility to be complex system of the interrelated elements. The based components were considered within the efficiency evaluation from a point of organization and management aspect.

1. The development strategy

The development strategy is the major document which systemize all activities in the university setting aims to be reached for certain time. It can be identified more priority and perspective areas of the development and the weaknesses can be determined during the development of the strategy.

The development strategy can be considered the definite areas of university activities. For instance, such component as «innovative capacity» tightly connected with the development strategy especially for distinctly for realized goals. If it has a system nature.

2. Innovative capacity

Innovative capacity can be considered from two main positions: inward and external. The inward innovative capacity is formed with indicators connected with science, for example, science and publishing activity of the teaching staff and students, scientific work, patent activity etc. The external innovative capacity can be determined as capacity of the university as element of the

educational system, regional scientific center or cluster.

3. Infrastructure

Infrastructure is «blood-vascular system» of the university in common. It consists of the complex of service structures and objects for providing its functioning. For the first time the realization of development strategy of the university depends on the way infrastructure is fixed and the forming of innovative capacity. It requires the presence of definite resources to have the core. For instance, the scientific activity of the teaching staff and students, participating of the university in clusters, patent activity etc.

The framing of the optimal management structure with the high educational facility must be based on four main functions of the management: planning, forecasting, organizing and controlling. It should be noted that the traditional and innovative elements must be combined. The organizing as a function supposes the formation of the management structure, distribution and delegation of authority [4].

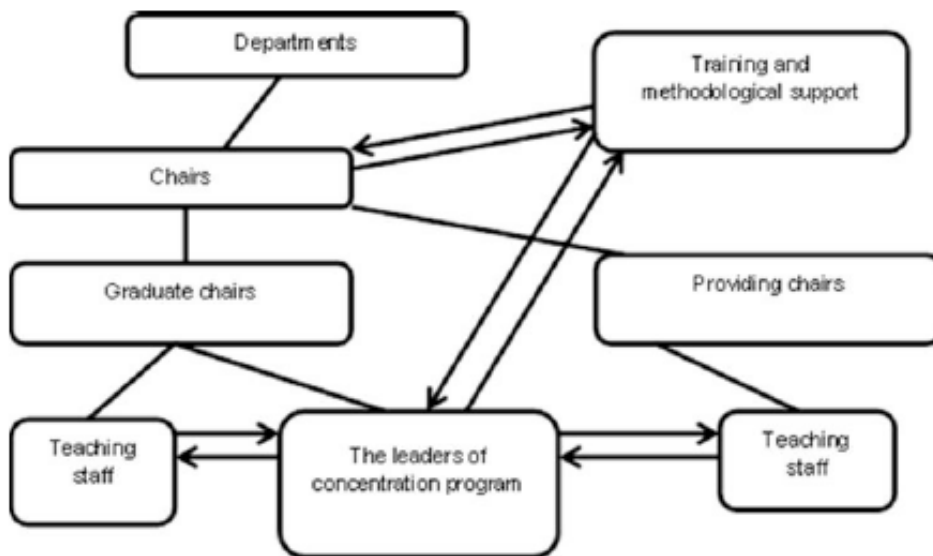
At the first step of the planning of the management process it has to be meant the processes are happened at the university and linkages are between them. The most approaches exist to the definition of the management system of the university, but from our point of view the line and functional approach with matrix organization is more efficient. In common matrix organization can be represented with the scheme 2. 1

1st level	The Rectorate	The Scientific Council		
2d level	Faculties	Scientific department	Postgraduate	
3d level	Chairs	Scientific divisions	Supporting divisions	
4th level	Teaching staff	Staff	Student council	Students

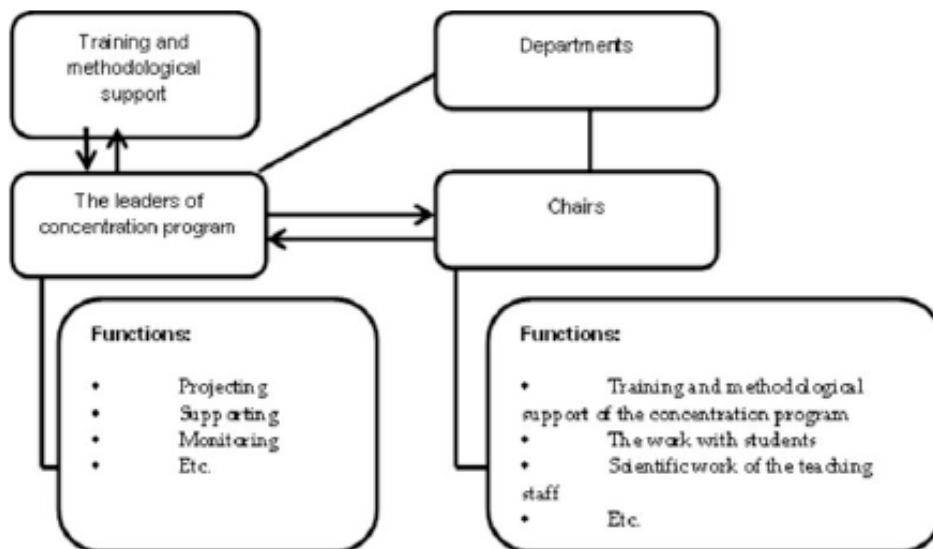
Scheme 2 – The matrix structure of management of the university

There are a lot of vertical (functional) and horizontal (processed) chains between all levels and elements. And if vertical chains register in the most organizational documents and in the documents of the quality management the processed (horizontal) chains are always less researched. The efficiency of the process chains can be hardly tracked because of the lack of the responsible person interacting with all divisions of one level (in contrast vertical chains). The leaders of concentration program connected elements in the university as education programs can be used for administrative review. It's important to forecast all possible connections between elements of management structure of the university to build the right structure in advance. The efficiency of the management will be determined from what these connections will be vertical, horizontal or mixed. From our point of view it shouldn't be refused from classical line elements in the management system; in favor of absolute process and matrix structure with the leaders of concentration program at the head with the principle of the «managers of the projects» in business. The important part has the principle difference between graduate and provide chairs. For providing mobility and cooperation between components of the management system the transfer of functions of the «graduate chair» are affordable. It is the work on the development, support and control of concentration program realization after the leaders and the functions of the «providing chair». Such providing as the teaching staff, steering documents, the work with students and other educational and methodical development are after chairs. In this case the leaders of concentration program can have functions of coordination center.

In such cases the variant of interaction between elements have the next shape.

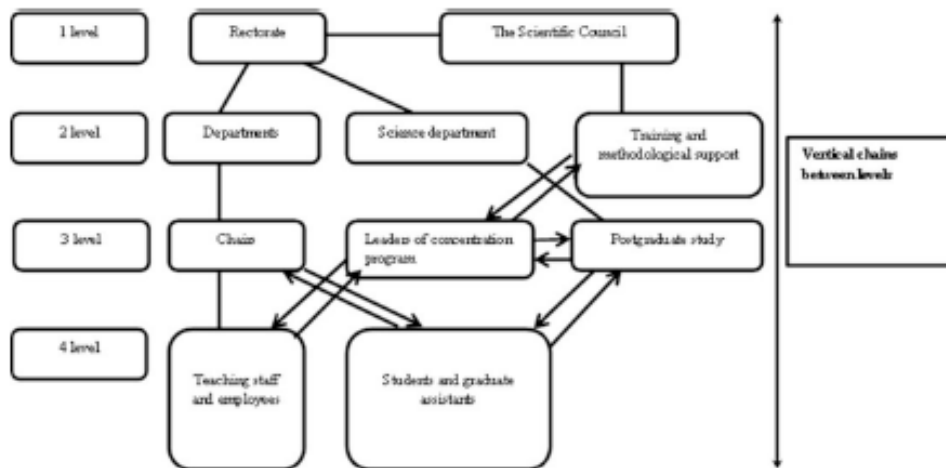


Scheme 3 – The current model of distribution of functions between components of the organizational structure of the university



Scheme 4 – Suggesting model of distribution functions between components of the organizational structure of the university

The process and matrix structure based on imposing horizontal chains providing the realization of the university's goal at the line and functional structure. Such structure allows: 1) to optimize the interaction process between components; 2) to reduce time for preparing and agreement regulatory and other documents between divisions and staff; 3) to improve the organization of the educational process.



Scheme 5 – The line and matrix structure

Researching the efficiency of the university management in organizational and managerial aspect the three groups of indicators can be emphasized. It will be the following estimate:

1. The evaluation of the executives
2. The evaluation of the activity of separate management divisions
3. The evaluation of the management system in common [1].

The evaluation of personal characteristics of the workers must be taken into account. The array of job descriptions, provisions regulating particular personnel policy can be used for the evaluation. The problem of this approach is in sufficiently general formulation of these documents did not always reflect the specific of the worker's activity. It can be used the system of efficient contract for the solution of the problem where register requirements the university sets to a certain worker out of the

division features in which he works and his duties. The system of the efficient contract solves not only the problem of the efficiency evaluation of the workers' activity of the university, but it also improves the quantity of the motivation in the university [2].

It can be based on the results of educational activities, the work plans of the units, the speed of making and implementing decisions when assessing the activities of individual units. The last parameter depends on the workflow. Electronic workflow can reduce the time significantly which teaches spend their time on filling the different kind of documents. The implementation of the electric workflow allow divisions to execute their functions more efficient through quickness and transparency of agreement and to sign process of administrative and other documents allowing to find the place of the document and its status easily.

In common the evaluation of the university must be conducted complex. The external and inward components of the university must be taken into account as a participant of the educational system and as the core of the educational process of particular city or region.

The modern Russian university isn't flexible and slowly change under the impact of exogenous factor structure. A lot of factors provide it including budget financing implementing strict limits in accordance with Budget Code of the Russian Federation and other specification documents. It is also important to the pursuit of unification of the organization of educational process to facilitate the management of the educational system at the level of the region or state.

However, modern Russian university is an innovative organization broadly, which adequately responds to the challenges of the time. That is why today a problem of change approach to planning the organizational structure and system of university management is actual.

The organizational structure of the university is the core, the main component of the effective management of educational process. Proper construction is a key not only to fulfil the main

objectives of the University, the implementation of the educational process, but also the key to its successful functioning as a cost-effective organization.

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