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IMPROVEMENT OF EDUCATIONAL ESTABLISHMENTS MANAGEMENT SYSTEM AT MUNICIPAL LEVEL

The state, problems and prospects of development of educational establishments management system at municipal level are considered in the article. It is covered the basic tendencies of improvement of educational establishments management system that will provide the new level of quality of national education that will accelerate the process of integration of national management system of education to European educational space. The special attention is devoted to the gradual transition from traditional command-administrative to state-public management system of educational establishments with active engaging of the public in the process of management.

Key words: local self-government, incorporated community, state-public management system, subsidiarity, polystructural management model, municipal management system, statutory and regulatory regulation.

Target setting. Modern state of Ukraine democratic development, its orientation to European community set the problem of deep transformations in Ukrainian society. One of the directions of this many-sided process is democratization of educational establishments management as Ukraine being the European state sets the task of not only providing of successful economic, social and political reforms but also to attain new quality of national education. Integration of the national system of education to European educational space is a continuous process that envisages first of all democratization of management in all spheres of society including providing of improvement and effective functioning of educational establishments management system of Ukraine. Democratization of public processes more and more approves itself as regularity of community development that directly touches educational knowledge. Integrating in European and world educational space Ukraine aims to provide modernization of education, the key idea of that is quality. Realization of the indicated requirements needs development of mechanisms of improvement of education management quality, introduction of such approaches to education management that would combine pluridimensionality of activity content with the high level of professional competence of leaders and would provide high quality of both management and education on the whole on the tributary area.

Analysis of recent researches and publications. Different aspects of democratization, humanizing process, innovativeness of educational establishments management in the national theory and practice of the past century and at the beginning of this one were the subjects of scientific researches of such known scientists as L. Danylenko, H. Dmytrenko, D. Dzvinchuk, H. Yelnikova, L. Karamushkina, V. Kremen, V. Kurylo, V. Oleinikova, V. Pikelna and others.

Some aspects of democratization of educational establishments management were researched by such scientists as V. Bihei, L. Huraliuk, O. Zaiets, V. Klepko, S. Koroliuk, O. Pastovenskyi, T. Sorochan, O. Khokhlenko. They grounded parameters and criteria of democratization process of educational establishments management in Ukraine. The questions of state quality management of education at local level deserve special attention and their decision in some degree depends on the level of professional competence of leaders of educational sphere. H. Dmytrenko, Ye. Korotkov, T. Lukina, O. Liashenko, L. Oderii, M. Potashnik, O. Sevruk and others researched the problems of education quality management.

Works of national and foreign scientists create the certain theoretical and methodological base of the marked problem but nevertheless the problem of determination of general tendencies of democratization process and division into periods the development of educational establish-

ments management and education on the whole is actual.

Except the analysis of theoretical works, an important value has the study of practical experience of local self-government, both national and foreign, so as local self-government authorities are basis for the new democratically balanced state-public relations of management of Ukrainian educational establishments.

The purpose of the article is analysis of management system of educational establishments at municipal level and giving the suggestions concerning the improvement of this system with the aim of its adaptation to the standards of European educational space.

The statement of basic materials. It is underlined in the "National doctrine of education development" that in the conditions of establishment in Ukraine of public society, legal state, democratic political system, education must become the major factor of humanizing of public and ecological relations, forming of new vital orienting points of personality. The state assists to establishment of the democratic system of teaching and upbringing [1, p. 217].

It is necessary to mark that the modern stage of development of educational system is characterized by development of the innovative processes oriented to the search of actual and perspective forms of its functioning. These processes are conditioned by quality changes in modern society, the high rates of updating of that are provided by the intellectual, scientific, educational and informative systems. Modernization of education, in particular its democratization, must be sent to that a man not only would have to realize realities of the globalized world but also be able to live and operate in this world, id est. to be the world citizen [2, p. 43].

Technologies of system quality management of education are more actively inculcated in the work of managers. Today the problems in educational establishments management are related with the priority of quality on all levels of the educational system that requires improvement of traditional or use of fundamentally new technologies on all life cycles of quality management in accordance with international standards.

The system of educational establishment's management at any level is built in close connection with changes that take place in society. Development of the Ukrainian democratic state and forming of civil society need new facilities of

democratization of educational establishment's management [3, p. 11].

The aim of state-public management of education is optimal combination of state and public principles on behalf of personality, society and power [4, p. 64].

In relation to more successful management of education system at municipal level, complete use of its potential, its quality updating it is necessary to establish complex of factors that determine their efficiency.

Power determines style, forms and management methods, however it depends on management system, set in society on the basis of traditions and dominating scientific consciousness [5, p. 237].

The state must delegate part of powers and authority to the incorporated communities refusing realization of administrative functions in industry sector on regional and district levels that gives an opportunity to optimize an administrative staff machinery for the increase of ways of democratization process efficiency of educational establishments management on the basis of certain division of powers and authority between state, self-governing, educational and public structures.

Due to this fact the Cabinet of Ministers of Ukraine, the Ministry of Education and Science at the state level can carry out statutory regulation of relations in the system of education, define the prospects of its development, develop, inculcate and control the observation of the State standard of general secondary education; to set norms of financial, material, information provision of educational establishments.

It is necessary for the state to delegate to local self-government the basic part of powers and authority (development of network of educational establishments, formation of establishments of new type, centers of activity and youth work, assigning of service territory to educational establishments, creation of material and technical base, attestation and licensing of establishments; setting of other managers, health protection and feeding of students), as representatives of local self-government authorities that accept decision concerning educational establishments management are directly answerable to local community that delegated them their powers and authority.

In our opinion it would be very appropriate if public (guardian councils, associations of teachers, charity funds and others) carried out control after financial and economic activity of educational

establishments management and quality of learning services delivery. On the one hand public is independent of administrative influence, on the other hand it is interested in the results of teaching and upbringing of youth. At the same time small in number incorporated communities cannot independently provide functioning of educational establishments as in fact they have neither material nor financial or staff resources. Moreover, the sphere of education at local municipal level is simultaneously reported to three instances: to local agencies of state executive power, to local self-government authorities and indirectly to central state governing bodies. Such multivector of submission of any organization is included in contradiction with the substantive provisions of the management science.

In this context a number of researchers offer state public models of management of general secondary education. In accordance with this model most of their powers and authority in general secondary education state structures must pass to local self-government (to the incorporated communities) that will take care of communal educational establishments developing the autonomy of schools and educational districts by transmission to them part of their own powers and authority [6, p. 17].

Fundamental opinion was expressed by national scientist V. Kurylo who considered that engaging of public to the management of education on all levels - regional, local levels is the criterion of availability of democratization process of educational establishment's management [7, p. 18].

An important aspect in educational establishment's management is professional preparation of competent managers of educational industry as workers of local executive bodies, leaders of educational establishments do not have appropriate professional preparation for management that negatively influences on the process of democratization of educational establishments management.

In our opinion it is the cause of the problem of transition to the innovative models of educational establishments management on municipal and state levels.

In the context of democratization of educational establishment's management fundamentally important thing is determination of tendencies of educational establishment's management. So a number of scientists consider that state-public management models are approved now and command-administrative system gradually changes for social and psychological (management) and

the influence of market relations becomes more perceptible on educational systems and processes, educational systems become more open [8, p. 23].

It is necessary to mark that the problem of state-public education management in the conditions of social and economic transformations in the country goes outside the branch educational question and acquires national-level value. In our opinion it is necessary to realize that democratization of educational establishments management, especially at municipal level, is possible only upon conditions when content, forms, functional and organizational structure, style and methods, mechanisms of administrative activity of local executive bodies will satisfy the requirements of society development in the conditions of civil society creation, Ukrainian stateness, cultural and spiritual revival of the nation. Success of reformation of the system of state and municipal education management largely depends on that how radically and effectively will be used not only foreign, but also first of all, national experience, realization of administrative reform and practical embodiment of subsidiarity principle.

Conclusions. Development of civil society, establishment of the legal state, integration of Ukraine to European community are impossible without deep transformations in society. One of the directions of this many-sided process is reformation of the system of education management on all levels. State structures must pass to local self-government most of their powers and authority. State public system of educational establishment's management must become the base for the achievement of new quality of education at municipal level that will allow us to be integrated in European educational space and raise the national system of education on a new quality level. It is necessary to realize that the problem of reformation of the system of educational establishment's management today goes outside a branch educational question and acquires national-level value.

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Заблоцький В. В. Вдосконалення системи управління освітніми закладами на муніципальному рівні

У статті розглядаються стан, проблеми та перспективи розвитку системи управління закладами освіти на муніципальному рівні. Висвітлено основні тенденції вдосконалення системи управління освітніми закладами, які забезпечать новий рівень якості національної освіти, що прискорить процес інтеграції вітчизняної системи управління освітою до європейського освітнього простору. Особливу увагу приділено поступовому переходу від традиційної командно-адміністративної до державно-громадської системи управління освітніми закладами з активним залученням громадськості у процес управління.

Ключові слова: місцеве самоврядування, об'єднана громада, державно-громадська система управління, субсидіарність, поліструктурна модель управління, муніципальна система управління, нормативно-правове регулювання.

Заблоцкий В. В. Усовершенствование системы управления учебными заведениями на муниципальном уровне

В статье рассматриваются состояние, проблемы и перспективы развития системы управления учебными заведениями на муниципальном уровне. Освещены основные тенденции совершенствования системы управления образовательными учреждениями, которые обеспечивают новый уровень качества национального образования, что ускорит процесс интеграции отечественной системы управления образованием в европейское образовательное пространство. Особое внимание уделено постепенному переходу от традиционной командно-административной к государственно-общественной системе управления образовательными учреждениями с активным привлечением общественности в процесс управления.

Ключевые слова: местное самоуправление, объединенная община, государственно-общественная система управления, субсидиарность, полиструктурная модель управления, муниципальная система управления, нормативно-правовое регулирование.