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**EDUCATIONAL HOLDING AS A MODERN FORM FOR  
UNIVERSITY DEVELOPMENT ENHANCING**

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***Abstract***

The current stage of Russian society development is associated with intensive interpenetrating and interdependent changes in the political, economic and socio-cultural life. It identifies peculiar priorities in nowadays enhancing of the education system. The authors' research displays that the concept of "educational holding" just begins to be explored in the scientific and practical spheres. The forming and functioning of the educational holding within V. I. Vernadsky Crimean Federal University actualizes the problem of special lead-ups for academics (professors, lecturers, etc.), who will be able to realize professional and pedagogical operations within the holding activities. The article notes that mentioned facts necessitates the creation of special conditions for the scientific and methodological growth of academics that accords the modern requirements for preparation of competitive graduates of educational institutions. Also it is suggested priority areas for the holding, that are: 1) the unified educational policy and concentration of resources; 2) the positioning of the holding in the educational space of cities and region; 3) creating conditions for comprehensive implementation at educational needs of students by the expanding of the range in educational services and creating conditions for implementation of the individual educational vectors for each student; 4) the expansion of social partnership and socio-cultural activities with educational and cultural institutions that are able to create the unified cultural and educational space; 5) the raising of the professional level of academics within the integrated multidisciplinary holding complex.

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**Keywords:** Educational holding, university development, technology, enhancing.



## 1. Introduction

The current stage of society development at Russian Federation is associated with intensive interpenetrating and interdependent changes in the political, economic and socio-cultural life. It identifies peculiar priorities in the nowadays enhancing of the education system. In the fundamental state regulatory documents as such as the National Doctrine of Education in the Russian Federation that is valid until 2025, the National Education Project which runs during the period of 2019-2024, the State project "Universities as centres for the creation of innovations" that operates until 2025 are identified the strategic objectives for enhancing of professional development.

## 2. Problem Statement

There are some peculiar researches on improving the higher education processes and technologies in the multiple fields as like as estimation for specific characteristics and quality of internet sources of institution in higher education (Stativko, 2019), peculiarities of model that based on neural network for educational process and forming of teaching environment taking into account mathematical knowledge of various data and information development (Dimitrienko & Gubareva, 2018), different aspects of process and organizational modeling for institutions in system of higher education (Berestneva et al., 2017), forming of security complex on applying of innovative forms to institutions in sphere of education (Ilvitskaya et al., 2019), prospects of artificial intelligence implementation to mechanism of professional development (Romanova & Klashanov, 2019), assessment mechanism for quality match of graduates' competences with requirements of labour market (Rumyantsev et al., 2019), use of "6 $\sigma$ "-method for organization and management of processes in education (Kremcheeva & Kremcheev, 2019), informational technologies applying for management enhancing at institutions in education (Alenicheva et al., 2019), study on big data in education (Jiang et al., 2019) and also few other ones disclosed in the either papers (Alioon & Delialioğlu, 2019; Alrasheedi et al., 2015; Al-Sakkaf et al., 2019; Andrew et al., 2015; Antonenko, 2014; Appleton et al., 2008; Araka et al., 2020; Arnold & Paulus, 2010; Hangyál, 2019; Astuti et al., 2019; Badrtidinov & Gorobets, 2016; Bond et al., , 2020; Buntoro et al., 2020; Cipresso et al., 2018; Concannon et al., 2019; Cummings & Bailenson, 2016; Dalgarno & Lee, 2010; Domagk et al., 2010; Erişmen et al., 2018; Hudson et al., 2019; Jou & Wang, 2013; Kolchunov et al., 2018; Kvesko et al., 2018; Lukyanova & Shamaeva, 2019; Makransky et al., 2019; Meyer et al., 2019; Musits & Mannix, 2020; Niu & Niemi, 2020; Potkonjak et al., 2016; Rainio & Hofmann, 2015; Schnack et al., 2019; Simons et al., 2020; Slater & Sanchez-Vives, 2016; Ulrich et al., 2016; Vaganova et al., 2019).

Notwithstanding there is paid no proper attention to professional development in the context of modern technologies for higher education organization, economy, enhancing, and management. Up-to-date professional development should include:

- formation of scientific and educational centers that integrate advanced scientific research and educational programs which develop projects for the development of socio-economic regional space through the interaction and integration of education, science and industry;

- improving of the holistic system of training professional personnel at all levels, their retraining and advanced training;
- creation of the most effective mechanisms for managing a new generation educational institution.

Promising ways to implement these projects is the creation of educational holdings based on federal universities.

### **3. Research Questions**

The following study raised the questions:

- What is the educational holding as the institution at social, economic and organisational spheres?
- Which institution can be the base for such holding in the Crimea?
- What changes should be improved to academics preparation to make them able to suit new educational form?
- What is successful example of educational holding in the Russian Federation?
- What are the main priority areas for the integrated complex of multidisciplinary holding and benefits from its formation?

### **4. Purpose of the Study**

It is assumed that the answers to the posed research questions will help to achieve the goal and enlighten the educational holding as a modern form for university development enhancing.

### **5. Research Methods**

General scientific and special research methods were used for the following research. There were applied content analysis, statistic, techno-economic, system and structural analyses, expert estimation method. It was studied theoretical and applied papers on the research topic, also official data on a few university performance indicators as the part of admission process.

#### **5.1. Analysis of the educational holding as the institution at social, economic and organisational spheres**

The authors' research displays that the concept of "educational holding" is just beginning to be explored in the scientific and practical spheres for domestic economy of Russian Federation. Whereas there are a few successful examples of their functioning abroad that includes BPP Holdings (UK), Taylor's Education Group (South-East Asia), Penn Foster College (US), Argosy University (US) and some others. Today's definition for the "educational holding" (that is the institution at social and economic spheres) can be formulated as the educational holding of a federal university which is institutional-legal organization that includes different educational institutions of professional education at various levels with the aim of

creating common educational space in the region. The main goal of the university holding is to establish vertical and horizontal connections in the professional development at different educational levels.

### **5.2. The base for the educational holding in the Crimea**

During the research it was substantiated that V. I. Vernadsky Crimean Federal University can be the ground for establishing of educational holding. Whereas its structure includes multilevel educational institutions (academies, institutes, colleges, technical schools), research, scientific, educational, methodological centres and other structural units. The forming and functioning of the educational holding within the federal university actualizes the problem of special lead-ups for academics (professors, lecturers, etc.) that will be able to hold professional and pedagogical operations within activities of the holding. The mentioned facts necessitates the creation of special conditions for the scientific and methodological growth of academics that accords the modern requirements for preparation of competitive graduates of educational institutions.

### **5.3. Changes that should be improved to academics' preparation to make them able to suit new educational form and technology**

The scientific and methodological growth of academics in the educational holding is structural component of the unifying professional growth. It facilitates their creative findings and allows implementing the principles of continuity in the educational space of secondary and higher education, and also involves the teaching staff into operations on improvement of their professional level. Nevertheless, there is problem that methods for formation of scientific and methodological competence of academics are not studied well, and resources of educational holdings have not been determined as economic category, as far as a possibility of scientific and methodological growth of the academics in the conditions of the university holding functioning has not been practically proved. There must be applied innovative teaching technologies and requirements of modern standards to academics' preparation to make them able to suit new educational form and technology including problem-based, inquiry based and experimental learning principle where theory is connected to praxis maximum.

### **5.4. Successful example of the educational holding in the Russian Federation**

The educational holding company has been successfully established in Russia. It is South Russian University which structure includes the five largest non-state universities that are located at the South of Russia. This holding is successful model of a network university in the region. Five universities combined their educational, scientific, methodological, personnel, financial, and information resources and decided to expand their opportunities for innovative development enhancing. The holding gives advantages to students as such as creating convenient conditions for admission; the educational process in the holding includes many aspects that guarantee interesting study, and studying in the holding is more profitable from a financial point of view. Due to a unified database of internships at enterprises in the South of Russia, students have the opportunity to choose an organization to obtain irreplaceable practical experience. This increases chances of students for successful job placement and their return on investment of payments for education.

### **5.5. The main priority areas for the integrated complex of the multidisciplinary holding and benefits from its formation**

The authors of this article suggest the main priority areas for the integrated complex of the multidisciplinary holding that includes:

- the unified educational policy and concentration of resources;
- the stronger positioning of the holding in the educational space of cities and the region;
- creating conditions for comprehensive implementation at educational needs of students by the expanding of the range in educational services and creating conditions for implementation of the individual educational vectors for each student;
- the expansion of social partnership and socio-cultural activities with educational and cultural institutions that are able to create the unified cultural and educational space;
- the raising of the professional level of academics within the integrated multidisciplinary holding complex, their additional education and support to the talented pedagogical community of the region.

## **6. Findings**

Only a university with good reputation can join the holding, it must have the educational policy, the core values of which are the high-quality education, the steady demand for graduates in the labour market, the educational process that based on innovative technologies, as well as the focus on the integration into the European educational space. The holding's activity should be based on the project management system where each university has its own area of responsibility as like as creation of innovative partnership programs, formation of common scientific resources, definition of policies for improving educational programs of universities, coordination of educational activities and implementation of student's personality development programs.

Among the advantages of the educational holding as a modern form for university development enhancing are the followings:

- the opportunity to form a united administrative and managerial structure at the head of the holding;
- the possibility to create a unified supporting units in the holding: methodological, psychological, marketing and personnel services, libraries, publishing department, logistics services;
- the optimization of resources and use of common funds for the entire holding –bank of educational programs, fund of methodological and didactic developments, computer classes, specialized laboratories, etc;
- the possibility to combine intellectual potential of the teaching staff of the institutions that participate at the holding, to organize the work of academics, methodologists and support staff on the ongoing full-time basis;

- the possibility to spend funds that are released during the reduction of managerial staff for the needs of the holding and for improving of the quality of educational services that are provided for students.

The problem of organization of the holding functioning should be solved by creating an appropriate regulatory framework, professional development, concentration of finance in order to optimize their use and minimize the losses. Equally important is the approach to managing of the educational holding taking into account the real territorial location of universities. The primary task of the holding's administration is to ensure centralized funding within its framework as well as finding the balance between the manageability and independence of the participating educational institutions. A prerequisite for the solution of mentioned above is the creation of common legal space. An important factor in the development of the integrated multidisciplinary holding complex can be the transition to public administration through the formation of public councils that will result creation of genuine autonomy, financial and economic independence with an effective system of self-government. This become possible with transfer to public councils peculiar competencies in making managerial and economic decisions, including approvals of incomes and expenses of extrabudgetary funds, control on their implementation, also rights to unhindered access to financial and economic documentation. Besides there should be provided creation of independent public monitoring system, collecting of supporting groups, analyzing and disseminating of socially significant information on educational topics and on solving of various kinds of problems in the process of interaction between the holding's network.

## 7. Conclusion

The educational holding is the special kind of incorporation that is created to carry out networking in cooperation within students and academics, it applies basis for unified managerial staff and concentrating of financial and human resources on important areas, and also suggests rational use of the potential of each institution in the common interests. The goal of this activity is to improve the quality of students' education by moving from cost management to managing results. The unification of the resource base of several institutions in various areas of educational activity allows to strengthen their position in the market of educational services and to make the holding competitive. In the Crimea the base for the holding can be V. I. Vernadsky Crimean Federal University.

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