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**TRAINING OF HEADS OF EDUCATIONAL ORGANIZATIONS IN**  
**THE SYSTEM OF MASTER'S EDUCATION**

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**Abstract**

The paper considers the topical problems of training leaders of educational organizations in the context of innovative development of the Russian education system, taking into account global and regional socio-economic processes. Nowadays there is a lack of highly qualified management personnel in educational institutions of various types and levels, in educational administrative bodies and organizations that carry out internal education of their employees. This problem can be solved by training management personnel in the process of master's training in the direction 44.04.01 Pedagogical education within the framework of the educational program "Management in the field of education: head of an educational organization". During the process of the creation of the content of the master's program, the authors carried out a brief analysis of the regulatory framework, scientific research on the management of education development and the reasonability of master's program using the projects of the professional standard "Head of an educational organization". A graduate of this master's program must possess the competence of designing the main directions of the strategic development of educational systems in modern Russia and an educational organization. Today education needs a head of an educational organization not only knows his discipline, but is also able to create conditions promoting the self-development of a person, as well as give competent advice to his students on options for their behavior in a new socio-cultural environment. School leaders are able to quickly respond to risks, propose non-standard solutions and generate original ideas and proposals for the development of strategies.

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*Keywords:* Education management, educational organization, master's degree, education



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## **1. Introduction**

During the process of globalization of the modern world, the main task of education is to provide the continuous preparation of human resource for cost-effective use in a constantly changing environment. The global world affects the education system through the implementation of the reform of national education systems in the context of globalization processes, national competitiveness strategies of higher education and the formation of a global market for educational services (Ursul, 2019).

The transformation of higher pedagogical education is characterized by the coexistence of several trends: 1) the trend of globalization; 2) global development; 3) the trend to preserve and strengthen the national identity of higher education. The introduction of a two-level education system (bachelor's, master's) is a growing trend towards cooperation in the European-wide and global educational space.

In the context of the institutional reform of Russian education, presented in the national project "Education", qualitatively new tasks have been set in order to manage the development of education in general and educational organizations. The search, analysis, improvement and implementation of such pedagogical technologies that would provide a significant increase in the quality of training of future leaders of educational organizations, heads of educational authorities is gaining particular relevance in the context of the reform of education system (Pudenko, 2015).

The dominant condition for the effective progressive development of the educational institution and the success of the modernization of the entire education system as a whole is, first of all, the high qualifications of the head of an organization. Federal Law No. 273 of December 29, 2012 "On Education in the Russian Federation" for the first time systematized the competencies of the head of an educational institution: a head is responsible to the state for the organization and quality of educational work with students, their health and physical development, improvement of the qualifications of employees, relationship of an educational institution with family, as well as economic and financial condition of it.

One of the possible scenarios (projects) for the development of Russia is the intensification of education management in the system of federal universities, affecting the macro-regional educational policy. The management of education is a specially organized activity of public authorities aimed at to increase the efficiency of the education system at a certain historical stage of their development. Russian researchers of state policy in the field of education management have developed a solid theoretical reasoning in favor of the need for priority development of this area as a factor in the modernization of the country in the 21<sup>st</sup> century. At the same time, the scientific problem of the development of theoretical, organizational and pedagogical foundations to support the professional activities of management personnel of educational organizations in the system of continuous vocational education (training), additional vocational education (Master's program) is becoming more and more important (Porter, 2006).

Nevertheless, today in Russia and in the South of Russia in particular, there is a lack of highly qualified management personnel in educational institutions of various types and levels (general educational institutions, organizations of secondary vocational, higher education, additional vocational education, etc.), in educational authorities and institutions that carry out internal education of their employees.

This problem can be solved by training management personnel in the process of master's training in the direction 44.04.01 Pedagogical education. Master's degree is a stage of higher professional

education that exists on the basis of specific norms, rules regulating admission to it, the content of requirements for educational programs, learning process and employment opportunities for graduates. The master's program (scientific and professional) contributes to the solution of urgent educational problems, the implementation of ideas for the formation of a new type of specialists with a fundamentally different level of professionalism for Russian university graduates. Education in the master's program is aimed to train specialists with a high level of professionalism, capable to solve complex managerial, analytical and research problems (Sukhorukova & Fokin, 2018).

The process of education in Master's program is aimed to train specialists with a high level of professionalism, capable to solve complex managerial, analytical, and research problems (Table 01). Master's degree is that stage of higher education, which gives a new, higher level of professionalism. Therefore, training in a master's program presupposes deep theoretical training and the acquisition of professional competencies that allow occupying high-level positions (Table 02).

**Table 1.** Opportunities of a professional standard (PS) for the creation of a master's program

01.000 PS project	Method to determine PS
Draft professional standard "Head of an educational organization (in the field of education)" (Draft Order of the Ministry of Labor of the Russian Federation "On the approval of the professional standard" Head of an educational organization "(as of June 23, 2016) (prepared by the Ministry of Labor of the Russian Federation): - takes into account the increased requirements for professional competencies of heads of educational organizations; - takes into account the examples of innovative practice, the experience of organizations that are leaders in the field of education and are focused on the future; - takes into account the objective structure of professional activity that has developed in the division of labor; - includes sequential decomposition of the area of professional activity into generalized labor functions (GLF), labor functions (LF) and labor actions (LA), ensuring the completeness of the list and accuracy of the wording of GLF, LF and LA; - measures the degree of mastery of the type of labor activity and the corresponding labor functions.	From each selected professional standard, the Organization chooses one or more generalized labor functions (GLF) corresponding to the professional activities of graduates, based on the qualification level established by the professional standard for GLF and the requirements of the section "Requirements for education and training". GLF can be fully or partially selected. The set of competencies established by the program must provide a graduate with the ability to carry out professional activities in at least one professional area and (or) professional sphere, established in accordance with paragraph 1.11 of the Federal State Educational Standard of Higher Education and to solve problems of professional activity of at least one type, established in accordance with paragraph 1.12 of the Federal State Educational Standard of Higher Education.

**Table 2.** Tasks of management activity of the head of an educational organization

Professional area	Types of tasks	Tasks of professional area	Objects of professional activity (or field of knowledge)
01 Education	Pedagogical	Selection of content adequate to expected results, specific educational level and professional standards	Educational programs and educational process in the system of secondary vocational education, vocational training, additional vocational education, general and additional education; training and development of students
01 Education	Managerial	Management of the implementation of development program of an	Organization of activities of an educational organization for the preparation and implementation of educational programs

		educational organization	
01 Education	Research and scientific	Scientific, scientific and methodological research	Development of research culture, mastering the skills of working with Data resources.
01 Education	Project	Design, planning and implementation of innovative projects for the development of educational organizations	Complex, interdisciplinary educational programs, ensuring the development of organizational and managerial competence of managers in education and employee pool

## 2. Problem Statement

In the context of the innovative development of the Russian education system, taking into account global and regional socio-economic processes, there is a lack of highly qualified management personnel in educational institutions of various types and levels (general educational institutions, institutions of secondary vocational, higher education, additional vocational education, sports education, etc. ), in education management bodies that carry out internal education of their employees.

## 3. Research Questions

The functioning of an educational organization includes the preservation of the system, normative activities based on the traditionally established management mechanism. The transition to development is associated with a change in management methods, because development is a process of qualitative changes based on the chosen innovation strategy (Anikin, 2005). The professional level of a specialist in the field of management must correspond to the scientific, practical, informational, technological, moral and cultural needs of modern society, in other words, it must be a competent specialist with a high management culture.

The master's program "Head of an educational organization: management in the field of education" is aimed to prepare undergraduate students for managerial, pedagogical, project activities in the system of secondary general education, secondary vocational education, higher and additional professional education. This is explained by the fact that in the modern socio-economic situation in the education system of Russia, the requirements for the managerial and economic competence of heads of bodies in the field of education management, schools, colleges, professional educational centers and complexes are constantly growing (Andreev, 2012).

The design of the master's program "Head of an educational organization: management in the field of education" is based on a system-modular approach to the construction of an educational program. The main feature of the system-modular organization of the integral educational process is that it integrates the educational and production processes. The theoretical and methodological foundation of modular training is based on the national teaching concepts: developmental and contextual learning, etc. The modular structure of the educational process has a pronounced activity basis. The most significant distinguishing feature of modular training is its targeted focus on the flexibility of educational modules. Modern conditions of the system-modular organization of the educational process in the Master's program are determined taking into account the requirements of the Federal State Educational Standard of

Higher Education 3 ++, professional standards, regulatory documents on the design and implementation of educational programs and educational needs with due regard to didactic principles (Baydenko, 2018).

The following components are determined as the main elements of the activity of the head of an educational organization, expressed in generalized labor functions in the Draft professional standard for the head of an educational organization, presented in June, 2020 by a group of developers:

1. Management of activities: research, expert and analytical, experimental design, innovation and training and production
2. Management of the development of an organization, which involves the development of strategic goals and ways of their implementation with the involvement of internal and external resources taking into account the satisfaction of the needs of all stakeholders
3. Resource management, including the attraction and distribution of financial and economic, material, intangible, personnel, methodological and information resources
4. Management of interaction (external communications) with government bodies, local governments, public organizations, etc. The professional standard of a head of an educational organization, providing its effective application, should become a tool not only for management, but also for professional training in the Master's program

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

The purpose of the research is to describe the experience of Southern Federal University (SFU) in the design and implementation of an educational program in the direction of the Federal State Educational Standard of Higher Education 3 ++ Pedagogical education in conjunction with professional standards and draft professional standard.

#### **5. Research Methods**

In order to achieve the research purpose, solve problems and test the research hypothesis, the following research methods were used: general theoretical methods of cognition (analysis, comparison, classification, generalization, design, etc.); empirical methods (scientific observation, conversation, study of scientific and pedagogical literature, expert survey, study and generalization of advanced pedagogical experience, etc.)

#### **6. Findings**

A graduate must master the competence of designing the main directions of the strategic development of educational systems in modern Russia and an educational organization. Moreover a graduate must develop, design and implement long-term, medium-term and short-term programs for the development of an educational organization, including educational complexes, consortia, etc.

A graduate who has mastered the master's program must have professional competencies (PC) corresponding to the types of professional activity. The set of competencies in management activities includes:

- the readiness to study the state and potential of the controlled system and its macro- and microenvironment using a set of methods for strategic and operational analysis (PC-9);
- the ability to research, organize and evaluate the management process using innovative management technologies that meet the general and specific patterns of development of a controlled system (PC-10);
- the ability to organize team work in order to solve the problems of development of organizations engaged in educational activities and the implementation of experimental work (PC-11);
- the ability to use individual and group decision-making technologies in the management of an organization carrying out educational activities (PC-12), etc.

These managerial competencies are formed in the process of the study of the following disciplines: state and public management of the development of education and educational systems; management in the field of education; digital technologies of administration of an educational organization; manager and teaching staff: management of professional development of personnel; management of educational systems; project and resource management of an educational organization; theory and practice of management of educational institutions of secondary general and vocational education; management in the field of higher and additional professional education; quality management system in an educational organization; management of a cadet educational organization, etc.

The design of the master's program "Head of an educational organization: management in the field of education" is based on a system-modular approach to the construction of an educational program. The main feature of the system-modular organization of the integral educational process is that it integrates the educational and production processes. The theoretical and methodological foundation of modular training is based on the national teaching concepts of "developmental learning" and "contextual learning".

The modular structure of the educational process has a pronounced activity basis. The most significant distinguishing feature of modular training is its targeted focus on the flexibility of educational modules. The modern conditions for the system-modular organization of the educational process in the Master's program are determined taking into account the requirements of the Federal State Educational Standard, professional standards, regulatory documents on the design and implementation of educational programs and educational needs with due regard to didactic principles.

## **7. Conclusion**

In conclusion it is necessary to note that one of the most important trends in the development of modern educational policy is the increased attention to the formation of human resources at a qualitatively new level. The most important resource of educational organizations are managers who are able to quickly respond to risks, offer new and non-standard solutions, generate original ideas and proposals and develop strategies. The rapid change in the content and nature of professional activity based on the introduction of new technologies requires a different level of qualification of educational management personnel, the foundations of which are laid in teacher education.

The scientific problem of the development of the theoretical, organizational and pedagogical foundations to support the professional activities of the management personnel of educational organizations in the system of continuous vocational education – training, additional vocational education – magistracy is getting more and more important.

The changes taking place in the education of Russia are characterized by the transition to a two-level model of higher education, new degrees of a bachelor and a master. The master's degree (research and professional) contributes to the solution of current educational problems, the implementation of ideas for the formation of a new type of specialists who have a fundamentally different level of professionalism for Russian university graduates.

The most important priority of the educational policy of SFU as a research university is the development of master's and postgraduate education (supra-professional, additional vocational education, mainly for adults and various vulnerable categories of the population) of educational management personnel. Master's training is aimed to train and retrain employees with higher education, who are competent in their profession, capable of effective work and ready to constantly grow professionally during their professional management activities.

The scientific analysis of research, design and implementation of the master's program “Head of educational organization: management in education” at Southern Federal University allows posing a number of new research tasks in connection with the implementation of professional standards, Federal Educational Standard of higher education 3 ++:

- The development of master's educational programs based on the resources of the UN, UNESCO, international educational and research organizations;
- The improvement of the quality of multilevel training of management personnel in the educational sphere;
- The formation of the organizational, scientific, methodological and research infrastructure of master's education for management education personnel;
- Mixed, open, distance, asynchronous education and other types of training that contribute to the development of SFU as a mobile, dynamically developing, multidisciplinary university-innovator in the field of training of management personnel in educational sphere.

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