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ADAPTIVE MANAGEMENT AS A TOOL OF RESILIENT ECONOMIC DEVELOPMENT OF EDUCATIONAL INSTITUTIONS

This research investigates an adaptive management model designed for the educational sector to effectively address informational challenges and promote economic resilience. In response to the dynamic educational environment marked by rapid technological advancements and diverse stakeholder needs, the model integrates crisis management processes with decentralization strategies. This research underscores the significance of integrating these elements to enhance educational agility, effectiveness, and economic sustainability. Empowering local communities, optimizing resource allocation, and rationalizing information flows are essential components of the adaptive management model, enabling institutions to navigate crises proactively while fostering a culture of continuous improvement. The findings contribute to advancing educational management practices, offering practical insights for educational leaders striving to ensure resilience and innovation in their institutions amidst evolving challenges.

Keywords: adaptive management; educational sector; informational challenges; economic resilience; crisis management.

The educational sector, facing rapid changes and complex challenges, requires innovative and flexible management approaches. Traditional management models often lack the agility needed to respond effectively to dynamic environments characterized by technological advancements, socio-economic shifts, and evolving educational needs. In this context, adaptive management emerges as a promising approach to enhance the responsiveness and resilience of educational institutions.

Adaptive management, originally developed in the field of natural resource management, is a systematic process for continually improving policies and practices by learning from the outcomes of implemented strategies. This approach emphasizes flexibility, iterative learning, stakeholder engagement, and data-driven decision-making. Its



application in education can foster an environment where continuous improvement and adaptation are integral to the institution's culture [4].

The education sector today faces unprecedented challenges, including the need to integrate high technology systems, adapt to informational changes, and meet diverse student needs. Traditional management approaches often fall short in addressing these challenges due to their rigid structures and limited adaptability.

By embracing adaptive management, educational institutions can better align their strategies with the evolving demands of the educational landscape, ultimately improving educational outcomes and institutional performance.

This research will contribute to the body of knowledge in educational management by providing a detailed exploration of adaptive management principles and their application in the educational sector. The findings are expected to offer valuable insights for policymakers, administrators, and educators seeking to foster a more adaptive and resilient educational environment.

An effective management model for the educational sector under informational challenges involves the interaction of crisis management processes and decentralization [2]. This approach is essential for several reasons:

1. *Delineation of Functions*: functions are distributed among economic sectors, management elements, and individual communities. These entities develop crisis management strategies, make managerial decisions, ensure their implementation, and carry out control and regulation. This clear delineation of roles enhances coordination and efficiency in addressing crises.
2. *Minimization of Hierarchical Levels*: the levels of subordination are minimized, and the objects subjected to crisis management are optimized. This reduction in bureaucratic layers allows for more agile and responsive decision-making, crucial in times of crisis.
3. *Alignment with Crisis Management Objectives*: departments are tasked with crisis management according to the defined mission, overarching goals, and key tasks of crisis management. Ensuring that all actions align with these objectives guarantees that the crisis response is coherent and purpose-driven.
4. *Delegation of Authority*: powers and responsibilities (decision-making rights) are delegated to local communities. Empowering local communities fosters a sense of ownership and accountability, enhancing the effectiveness of crisis management measures at the grassroots level.

5. *Cost Optimization*: expenses are optimized, and funds are allocated for crisis measures based on the decisions made. Justifying the distribution of resources ensures that financial inputs are used efficiently to achieve maximum impact.
6. *Comprehensive Problem Coverage*: problems are addressed holistically, with departments interacting and coordinating all stages of diagnostics and monitoring. A comprehensive approach ensures that all aspects of the crisis are managed effectively, preventing gaps and overlaps.
7. *Rationalization of Information Flows*: information flows are rationalized, ensuring that relevant data is efficiently shared and utilized. Streamlining information processes supports timely and informed decision-making, which is critical in managing crises effectively.

This adaptive management model, emphasizing crisis management and decentralization, is crucial in the educational sector. It enables institutions to navigate informational challenges by fostering flexibility, responsiveness, and collaboration across all levels of the organization. By integrating these principles, educational institutions can enhance their resilience and capacity to adapt to rapidly changing environments, ultimately ensuring continuity and quality in education.

Informational changes, realized within the informational field, consist of three main components: high technology, human capital, and pragma-psychology. The adaptive management model will focus on these three areas: virtualization of the institution, personnel policy, and branding.

High Technology: Virtualization of the Institution

The virtualization of educational institutions involves the integration of advanced technological systems to create a flexible and responsive learning environment [1]. This transformation is essential for accommodating the diverse needs of students and ensuring continuity in education, especially during disruptions such as pandemics or natural disasters. By leveraging cloud computing, schools and universities can provide scalable and accessible learning resources, enabling students to access educational materials anytime, anywhere. Virtual classrooms and online collaboration tools facilitate real-time interaction between students and teachers, promoting active learning and engagement despite physical distances.

This component includes:



- *Implementation of e-learning platforms:* Ensuring that educational content is accessible online, allowing for remote learning and flexible study schedules.
- *Use of advanced data analytics:* Leveraging big data and analytics to tailor educational experiences to individual student needs and improve institutional decision-making.
- *Adoption of innovative educational tools:* Integrating tools such as virtual reality (VR), augmented reality (AR), and artificial intelligence (AI) to enhance teaching and learning processes.

Overall, the virtualization of educational institutions fosters a more inclusive and adaptable educational system, capable of meeting the demands of the 21st century and preparing students for a rapidly evolving digital world.

Human Capital: Personnel Policy

Effective management of human capital is crucial for the adaptive management model, as it ensures that educational institutions are equipped with a competent and motivated workforce capable of navigating and implementing necessary changes [2]. This focus on personnel policy encompasses several key strategies aimed at optimizing the skills, performance, and well-being of staff. This involves:

- *Continuous professional development:* Providing ongoing training and development opportunities for educators and administrative staff to adapt to new technologies and methodologies.
- *Talent management:* Attracting, retaining, and nurturing talent within the educational sector to ensure a high-quality workforce.
- *Flexible work arrangements:* Implementing policies that allow for flexible working conditions, promoting work-life balance and reducing burnout.

By focusing on these aspects of personnel policy, educational institutions can effectively manage their human capital, ensuring that they have the skilled, motivated, and resilient workforce needed to adapt to changing circumstances and drive continuous improvement. This approach not only enhances institutional effectiveness but also contributes to a more positive and engaging educational experience for students.

Pragma-Psychology: Branding and Institutional Image

Branding plays a significant role in establishing the identity and reputation of educational institutions. It involves creating a strong, positive image that reflects the institution's values, strengths, and unique characteristics [3]. A well-developed brand can differentiate an institution in a competitive educational landscape, attract students, staff,

and funding, and build lasting relationships with stakeholders. Key aspects include:

- *Developing a strong institutional brand:* Creating a recognizable and reputable brand that reflects the values and strengths of the institution.
- *Engaging with stakeholders:* Building strong relationships with students, parents, staff, and the community to foster trust and loyalty.
- *Promoting psychological well-being:* Implementing programs and support systems that address the psychological needs of students and staff, contributing to a positive and supportive educational environment.

By focusing on branding and institutional image through the lens of pragma-psychology, educational institutions can create a compelling, trustworthy, and positive identity. This not only attracts and retains talent and resources but also builds a strong foundation for long-term success and resilience in the face of informational challenges.

In the rapidly evolving landscape of the educational sector, characterized by informational challenges and technological advancements, an adaptive management model is essential for fostering resilience and continuous improvement. This research has outlined the fundamental components of such a model, emphasizing the integration of crisis management processes and decentralization to enhance flexibility and responsiveness.

By focusing on the virtualization of educational institutions, effective management of human capital, and strategic branding through pragma-psychology, the proposed model addresses the critical aspects of high technology, human capital, and institutional image. Virtualization enables the creation of a dynamic and accessible learning environment, personalized to meet the diverse needs of students and staff. Effective personnel policies ensure a motivated and skilled workforce, capable of driving innovation and maintaining high standards of education. Strategic branding and stakeholder engagement build a strong, positive reputation, essential for attracting talent and resources, and maintaining trust.

This adaptive management model is not only responsive to crises but also proactive in fostering a culture of continuous learning and improvement. By delegating decision-making powers to local communities, optimizing resource allocation, and rationalizing information flows, the model ensures that educational institutions are well-equipped to navigate and thrive amidst the complexities of the modern educational environment.

The findings of this research highlight the importance of integrating advanced technological systems, continuous professional development,



flexible work arrangements, and comprehensive well-being programs. Additionally, the strategic development and communication of a strong institutional brand, aligned with the principles of pragma-psychology, play a crucial role in establishing a reputable and resilient educational institution.

In conclusion, the adaptive management model presented in this research provides a robust framework for educational institutions to enhance their agility, effectiveness, and overall performance. By embracing these principles, educational leaders can ensure that their institutions are not only prepared to meet current challenges but are also positioned for sustained success and innovation in the future. Further research and practical application of this model will continue to refine and validate its effectiveness, contributing to the advancement of educational management practices.

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АДАПТИВНЕ УПРАВЛІННЯ ЯК МЕХАНІЗМ СТІЙКОГО ЕКОНОМІЧНОГО РОЗВИТКУ ЗАКЛАДУ ОСВІТИ

Пропоноване наукове дослідження фокусується на моделі адаптивного управління сферою освіти, основною метою якого є ефективне подолання інформаційних викликів та підтримка економічної стійкості закладів освіти. Оскільки динамічне освітнє середовище характеризується швидкими технологічними змінами, адаптивна модель управління інтегрує процеси антикризового управління із стратегіями децентралізації. Центральним елементом цієї моделі є віртуалізація освітніх установ, де пропонується використовувати передові технологічні системи для створення гнучких та динамічних навчальних середовищ. Це включає впровадження електронних навчальних платформ, віртуальних класів та інноваційних навчальних інструментів, призначених для підтримки персоналізованих навчальних процесів. Ефективне управління людським капіталом відіграє важливу роль і включає постійний професійний розвиток, управління талантами та гнучкі умови праці. Ці ініціативи спрямовані на розвиток кваліфікованого та мотивованого науково-педагогічного персоналу, здатного адаптуватися до змінного інформаційного середовища. Крім того, принципи прагма-психології направлені на стратегічні зусилля інституційного брендингу. Шляхом розробки чіткої інституційної ідентичності, що базується на основних цінностях і сильних сторонах, заклади освіти можуть зміцнити свою репутацію та стійкість на конкурентному ринку освітніх послуг. Наукове дослідження підкреслює значення інтеграції цих елементів для покращення освітньої гнучкості, ефективності та економічної стійкості. Важливими складовими моделі адаптивного управління є оптимізація розподілу ресурсів та раціоналізація інформаційних потоків, що дозволяє освітнім установам вести проактивну боротьбу з кризами та сприяти культурі постійного удосконалення. В результатах дослідження наведено практичні інструменти для зміцнення стійкості та стимулювання інновацій в закладах освіти. Ці інструменти спрямовані на підвищення ефективності



управлінських рішень, розвиток професійного потенціалу персоналу та впровадження передових навчальних технологій.

Ключові слова: адаптивне управління; сфера освіти; інформаційні впливи; економічна стійкість; антикризове управління.

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