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HIGHER EDUCATION INSTITUTION IMAGE MANAGEMENT

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Summary: A list of managerial functions that can be used in the university image management is proposed. The basic approaches to image management are considered. The sequence of stages for realizing the university competitiveness management by means of image is provided.

Key words: university, image management, managerial functions, management measures.

The problem statement. Under rapid changes in the external environment and the increasing of state requirements for higher education quality the reduction of the number among high school graduates in the coming years as well as intensive competition in education market makes higher education institutions image management a significant factor for the effective functioning of higher education. New socio-economic conditions generate the need for adaptation of successful management practices having been developed in the commercial sector to the universities management.

The basic part. Relying on the research results it is possible to propose the approach to educational institution image that lies in active forming and regular correction of management system control based on monitoring data and involves the use the following set of management functions:

- setting and decomposition of image formation goals;
- developing fundamental ideas and the concept of image;
- building up image model and the system of indicators, behavior standards and target criteria for monitoring and image management;
- defining guided, indirectly guided and unguided factors of impact on image;
- trends analysis, forecasting and planning of indicators, the target criteria values setting and limits for controlled indicators and resource limitations changes;
- building of image assessment system model;
- development and approbation the methods for control (observation), analysis and image correction;
- monitoring and image management organizing;
- management functions distribution;
- organizing and managing by processes;
- designing and implementation of actions and measures for each stage of the process;
- controlling the effectiveness of actions and measures;
- other additional special functions mainly related to PR.

The image management should rely on four basic approaches:

- the function and process approach primarily is used and being reflected in the elements and relations at image system and organizational structure of the uni-

versity. However, some functions and processes may involve the use of outsourcing, including the uninterrupted current image management;

- the cultural approach is being implemented in connection with the need in correction of organizational (corporate) culture;

- an image is supported by quality of services being provided as well as the quality of experts graduated, and the normative and value approach may be applied there because not only professional competences are formed at the universities but also the ability of the graduate to adapt and socialize in professional business environment; his labor, creative, entrepreneurial activity as well;

- project approach may also be successfully used, and project management can become the major one because it fits best for implementation the principle of problem orientation.

Functions related to the image formation and development are practically implemented by all the elements of universities organizational structure: from the rector and dean offices, faculty members to the scientific secretary, methodologists, all university employees.

The range of measures enabling to manage the university competitiveness by means of its image can be realized by following these stages:

- preliminary stage, at which the purpose and task of university image creating or reforming; target audience for imaginary activities; universities image elements that are most significant for target audience are being determined. In our opinion, the key audience of university and its imaginary actions represented by students who, on the one hand, are active users of educational services and universities products and can objectively evaluate the image indicators, and, on the other hand, they are the primary advertisement presenters for university, as according to admission office's data of any educational institution the largest number of students come to university on the recommendation of friends and acquaintances who are studying in it;

- the diagnostic stage, in the frameworks of which the image diagnostic method is being defined, the image assessment for certain universities is being conducted as well as target audience level of satisfaction with image elements and the measure of its compliance to the target audience expectations compared to competing university;

- the stage of image indicators improving at the expense of measures needed to enhance them (advertisement intensification, system and fees for studying reviewing, university internal communications creation and so on);

- the stage of control within which the re-diagnosis results of measures aimed at increasing efficiency of the university image elements functioning is carried out.

Conclusions. In the implementing the university image management flexible policy all the tools of marketing activities based on both internal and external communications managing are widely used. All communications should serve the public image of the university, which is achieved by coordinated activity of its divisions. To maintain and develop the own university image it is important to implement the plan on communications and image, directing to the goals that should be met at the scheduled time period, as well as the programs and tools for its performance.