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The role of risk management to ensure the quality of educational process in higher education institutions

Abstract. *The article contains an analysis of the research of domestic and foreign scientists in the field of strategic management and quality assurance in higher education institutions, with the use of risk management, analysis of the processes of higher education institutions. The conditions and main problems for successful strategic management are identified, which significantly affect the quality of the organization of the educational process at the university. Strategic management includes monitoring the activities of departments, evaluating the effectiveness and efficiency of the activities of departments and their interaction, improving internal regulatory documents, regular collection and analysis of data on the internal and external environment, risk assessment and management, development of indicators and a strategic plan and monitoring their implementation. The use of the above elements will allow us to develop a system for managing the quality of the organization of the educational process in higher educational institutions.*

The authors present a model of university processes in strategic planning, as well as identify the problems and processes of modern strategic planning in universities.

Keywords: *risk management in the higher education system, quality management of the educational process.*

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Introduction

One of the main tasks of a higher educational institution is to ensure the quality of the educational process, the tool in this case is the definition of key processes by which this goal is achieved. Among the main processes carried out at the university is strategic planning and risk management at the university, which directly affect and ensure the quality of the organization of the educational process. The development strategy of the university is determined by the changes and trends in the development of the education system in the Republic of Kazakhstan and, in general, the socio-economic position of the country in the global educational space.

The term 'strategic management' was coined at the junction of the 1960s – 1970s in order to denote the difference between current (operational) management at the production level and management carried out at the highest level. The need to fix such a difference was caused primarily by changes in business conditions.

The leading idea reflecting the essence of the transition from operational management to strategic management is the idea of the need to shift the focus of attention of top management to the environment in order to respond appropriately and in a timely manner to the changes taking place in it [1].

G.K. Kulzhanova offers a definition of 'strategic planning', firstly, strategic planning is one of the management functions, which is the process of choosing the goals of the university and ways

to achieve them. Secondly, strategic planning provides the basis for all management decisions, the functions of the university, motivation and control are focused on the development of strategic plans. The strategic planning process provides a framework for managing the members of the university. Projecting all of the above onto the realities of the situation in Kazakhstan, it can be noted that strategic planning is becoming increasingly relevant for universities and research organizations [2].

The orientation of the modern education system towards advanced development defines the strategic planning function as the basic one. Strategic planning is a future—oriented process concerning the formation of a «vision», the development of long-term goals of the organization, as well as the ways in which these goals should be implemented [3].

It should be noted that strategic planning should be based on the results of extensive research and evidence. For the competitiveness of the university, in the conditions of dynamically developing technologies, it is necessary to collect and analyze a large amount of information, i.e. applying a systematic approach, considering it as a single integral system. Undoubtedly, strategic planning at the university is one of the important management mechanisms in quality assurance, determining the main directions of development for continuous improvement of quality assurance processes.

Praliev S.Zh. and Abdualiev A.B. believe that the assessment of the quality of educational programs contributes to critical introspection, improving the real quality of education. The evaluation results should provide data for intra-university studies and positive changes. At the same time, there is no standardization of all evaluation results, the university needs to show that the evaluation results were used to improve the educational process. The assessment of university-wide effectiveness implies the mandatory formulation of the mission, goals and objectives of the university, which should be transferred to the short-term and long-term plans of the university [4].

Risk management is the process of identifying, assessing, and controlling threats to an organization's capital and earnings. These risks can arise from a variety of sources, including financial uncertainty, legal ability, technical problems, strategic mismanagement, accidents, and natural disasters.

According to the international standard ISO 31000:2018, risk is the impact of uncertainty on goals. It is worth noting that human activity in educational institutions is very multifaceted and closely borders on such concepts as: uncertainty and randomness. As you know, the higher the risk level, the higher the positive result if successful. Risk management is a process of developing and making decisions that are aimed at minimizing the occurrence of a result of an unfavorable nature for a higher educational institution. Moreover, in the modern development of higher education institutions, risks increase exponentially, which is determined by external and internal factors.

According to ISO 31000:2018, the purpose and principles of risk management is to create and protect value, it promotes innovation and improvement of existing various indicators, and the achievement of set goals. These principles give an idea of the characteristics of effective and productive risk management, its values, and also explain its purpose and purpose. The principles underlie risk management and should be taken into account when creating the structure and processes of risk management of a higher educational institution.

According to the section «Structure» of this standard, it is intended to assist an organization in implementing risk management in all its business processes of a higher educational institution (Figure 1). Efficiency will depend directly on its integration into the management system and into all types of activities, including decision-making.

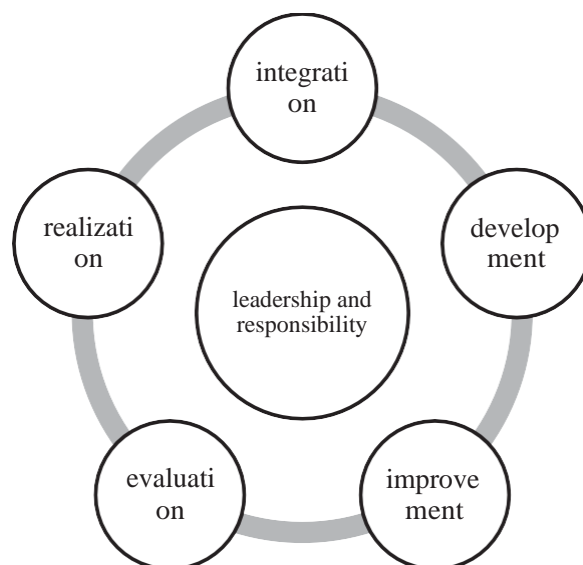


Figure 1 - Risk management structure according to ISO 31000:2018

The risk management process itself should be an integral part of the management and decision-making processes and should be implemented in the structure and processes of the university. The risk management process can be applied at the strategic, operational, program or project levels. Throughout the entire risk management process, the dynamic and changeable nature of the human factor should be taken into account.

Thus, it is possible to identify the main problems of the university management system:

- frequent changes in the regulatory framework in higher education;
- orientation of the team towards the implementation of short-term goals and objectives;
- insufficient interaction with participants of the educational process - lack of feedback;
- lack of transparency and clarity in management procedures;
- the lack of a unified system for collecting indicators and achievements in universities.

Research methodology

To solve the above problems, universities are recommended to apply a systematic approach in order to consider all the individual elements of the organization of the educational process as an integral unified system, including the risk management system at the university.

With a systematic approach, the implementation of strategic planning should cover the collection and analysis of all university processes, a model of university processes is proposed below, the implementation of which will ensure strategic management at the university, Fig. 1.

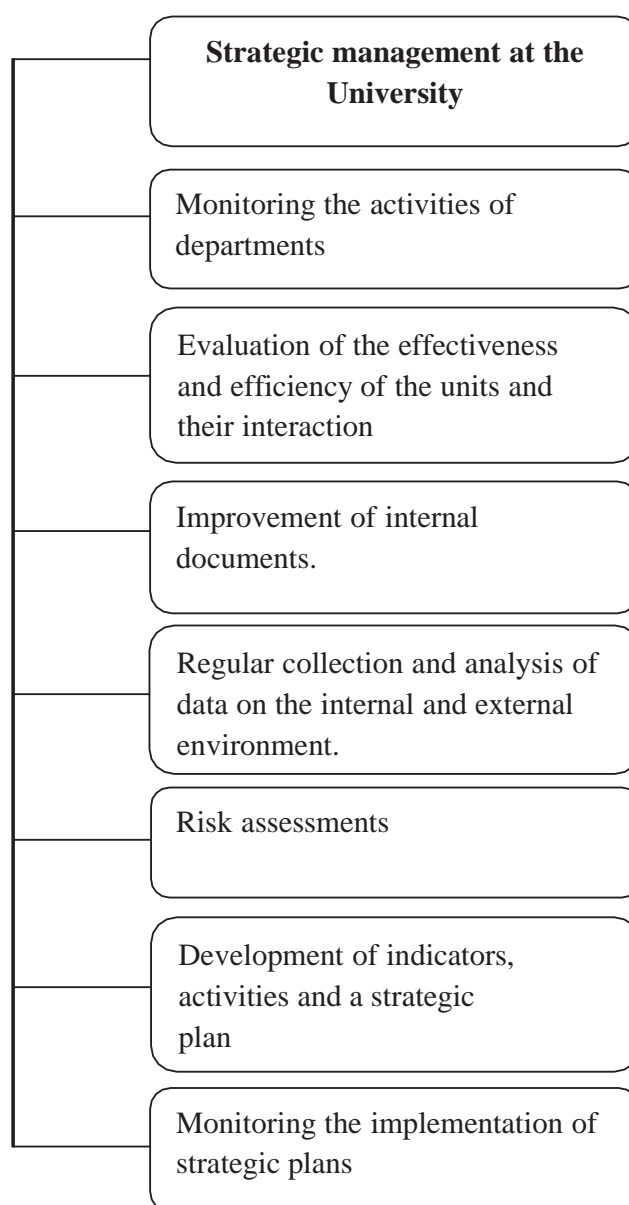


Figure 2 – A model of university processes in strategic planning

In order to implement successful strategic management, the university management needs:

1) *Monitoring the activities of departments, in particular faculties and departments, as they are directly involved in the main process – academic work. This monitoring is carried out by identifying risks, both financial and by processes affecting the quality of the educational process, as well as monitoring the implementation of plans in departments (faculties, departments), which includes an interim report after each semester and a final one at the end of the academic year.*

Each department of the university, when planning its activities, is guided by reporting for the past period in order to implement unfulfilled activities. Monitoring (control) of planned processes is carried out at meetings of collegial bodies of the university, where issues in various areas of the university's activities should be considered, the implementation of plans is checked, the effectiveness and possible ways of improvement are discussed.

The information obtained during measurements and monitoring allows the university to manage inconsistencies and continuously improve its educational processes.

2) Evaluation of the effectiveness and efficiency of the units and their interaction.

Evaluation of effectiveness and efficiency is a procedure carried out in order to identify the degree of compliance with certain requirements of personal qualities of employees, quantitative and qualitative results of their activities. The evaluation of departments should be carried out through periodic self-assessment and self-analysis of the processes being carried out, the result of which is short-term and long-term planning.

3) Improvement of internal documents.

The strategy of any university is based on the development of documents specifying it for individual areas of activity and processes, while the university independently determines the list of documenting processes. The university should provide mechanisms for evaluating the effectiveness of the implementation of strategic documents. The strategic documents define a list of target indicators, according to which monitoring and evaluation of the success of the program is carried out. The analysis of the state of the university and the success in the implementation of the strategy is carried out by periodically listening to the responsible managers in each direction at meetings of the Academic Council, collective meetings, meetings.

4) Regular collection and analysis of data on the internal and external environment.

In order to ensure the collection of information in universities, it is recommended to create marketing or sociological departments that carry out various research projects through questionnaires of participants in the educational process. Data analysis in the internal environment is provided by a survey of students and the teaching staff of the university, while data collection on the external environment is carried out through the participation of graduates and employers as respondents. Based on the results of these sociological studies, the main directions of the university's activities are determined, which require improvement and can be included in strategic planning.

5) Risk assessment and identification of ways to reduce them

The main risks of the university in the implementation of the strategy are the weakening of human resources, deterioration of intellectual resources of the university, non-compliance of the material and technical base with the requirements of educational and scientific innovation activities, poor training of applicants, insufficient level of adaptability and employment of graduates, etc.

The sphere of higher professional education is a rather specific area, it is characterized by its own special risks. At the same time, from the point of view of the presence of risk, the activity of the university in the context of the quality of education (the quality of training specialists) is of particular interest. At the same time, it should be borne in mind that a multilateral approach is needed to determine the quality of higher education, which addresses both external and internal goals facing higher education. It must comply with established standards and norms, be provided with the necessary quality resources (educational programs, human resources, the contingent of applicants, logistics, finance, etc.). Another element of the assessment of the quality of education is the quality of the results of the university's activities (current and final results of students' studies, characteristics of graduates' career growth, etc.) [5].

Conclusion

In this regard, the strategic plans of the university should include a number of measures aimed at maintaining and developing key resources.

The main purpose of monitoring the implementation of strategic plans is to ensure an increase in the effectiveness of their implementation, which is carried out with a comprehensive assessment of the main indicators of the university, as well as increasing the involvement of employees in the implementation of target indicators in a timely manner.

The tasks of monitoring the implementation of strategic plans are:

- systematization and generalization of the order of implementation of the target indicators of the strategic plan of the university;
- assessment of compliance of planned and actual deadlines for the implementation of plans;
- timely strategic analysis to develop proposals for making adjustments to the strategic plan of the university.

Thus, based on the analysis, the following conclusions can be drawn

- Strategic planning at the university is one of the important management mechanisms in quality assurance, which determines the main directions of development for continuous improvement of quality assurance processes
- Implementation of the proposed model of university processes in strategic planning will allow us to build a system that will ensure quality management of the organization of the educational process in higher educational institutions.

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Жоғары оқу орындарында оқу процесінің сапасын қамтамасыз ету үшін тәуекел менеджментінің рөлі

Аңдатпа. Мақалада стратегиялық басқару және жоғары оқу орындарында сапаны қамтамасыз ету саласындағы отандық және шетелдік ғалымдардың зерттеулерін талдау, жоғары оқу орындарының процестерін талдау қарастырылған. Университетте оқу процесін ұйымдастыру сапасына елеулі түрде әсер ететін табысты стратегиялық басқару үшін жағдайлар мен негізгі проблемалар айқындалды. Стратегиялық басқару мыналарды қамтиды: бөлімшелер қызметінің мониторингі, бөлімшелер қызметінің нәтижелілігі мен тиімділігін бағалау және олардың өзара іс-қимылы, ішкі регламенттеуші құжаттарды жетілдіру, ішкі және сыртқы орта туралы деректерді тұрақты жинау және талдау, тәуекелдерді бағалау және басқару, индикаторлар мен стратегиялық жоспарды әзірлеу және оларды іске асыру мониторингі. Жоғарыда аталған элементтерді қолдану жоғары оқу орындарында оқу процесін ұйымдастырудың сапасын басқару жүйесін әзірлеуге мүмкіндік береді.

Авторлар ЖОО-ның стратегиялық жоспарлаудағы үдерістерінің моделін ұсынды, сондай-ақ ЖОО-дағы заманауи стратегиялық жоспарлаудың проблемалары мен үдерістерін анықтады.

Түйін сөздер: жоғары білім беру жүйесіндегі тәуекелдерді басқару, оқу процесінің сапасын басқару.

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Роль риск-менеджмента для обеспечения качества учебного процесса в высших учебных заведениях

Аннотация. Статья содержит в себе анализ исследований отечественных и зарубежных ученых в области стратегического управления и обеспечения качества в высших учебных заведениях с применением риск-менеджмента, анализа процессов высших учебных заведений. Определены условия и основные проблемы для успешного стратегического управления, которые в значительной мере влияют на качество организации учебного процесса в университете. Стратегическое управление включает в себя: мониторинг деятельности подразделений, оценку результативности и эффективности деятельности подразделений и их взаимодействие, совершенствование внутренних регламентирующих документов, регулярный сбор и анализ данных о внутренней и внешней среде, оценка и управление рисками, разработка индикаторов и стратегического плана и мониторинг их реализации. Применение вышперечисленных элементов позволит разработать систему по управлению качеством организации учебного процесса в высших учебных заведениях.

Авторами представлена модель процессов вуза при стратегическом планировании, а также определены проблемы и процессы современного стратегического планирования в вузах.

Ключевые слова: управление рисками в системе высшего образования, управление качеством учебного процесса.

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