

TERRITORIAL SYSTEM OF EDUCATION: THE MODEL OF ADMINISTRATIVE MARKETING MANAGEMENT

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Keywords: the territorial system of education; the model of management; basic, versatile and projective level of educational services; budgetary and commercial provision; non-commercial marketing.

The territorial system of education (TSE) is a type of the communication area. It does not always apply quantitative estimates, effect of investment for TSE is postponing to time. A budgetary provision is secure only basic level of educational service. Manage of development of TSE is demand a unity of administrative and market approaches and the active noncommercial marketing of education establishment. The latter is possible if the public is aware, that the education system is determined the competitiveness of the territory and the development of its human potential.

Branches of social workers have a clear territorial location, which is related to the specific services (they are inseparable from the consumer, produced and consumed at the same time). We propose a *model of education management area*, which combines the administrative and marketing mechanisms of regulation. The model is based on the innovative development of the contradiction a systems, formulated by I. Prigogine, neosistemny approach by G.B. Kleiner, the principles of self-development a social systems, proposed by V.S. Karpichev, the concept of social economy, proposed by M.A. Shabanova, The territorial education system (TSE) is a system of interrelated markets, the three levels of allocation in accordance with the age segmentation of consumers (Pic. 1). At each market are provided with services that can be grouped in terms of content and sources of funding as the three separate levels:

- ◆ basic level - the services provided under the educational standards (segments 1-6);
- ◆ variable level - services that go beyond standard or provided on a commercial basis (segments 1.1, 2.1, 3.1, 3.2, 3.3);
- ◆ project level - different forms of educational institutions related to science, search, experimental work (see figure - perimeter segments of the market).

As a system, TSE is a «relatively stable in time and space integral part of the world, released from the spatial or functional characteristics», with the TSE as economic system is a market and the institutional population. It can not be it includes many unknown objects (including indi-

viduals, providing educational services) and is continuously developing. TSE should be attributed to the type of communication media. The scientific challenge is to theoretically substantiate the model of the educational system of combining administrative and marketing approaches. The first is characterized by the desire to establish and control standards, standards - this constant component of the model. For the marketing approach is characterized by the desire for continuous variation, in accordance with the laws of growth needs and the laws of market competition. Administration and Marketing Management (AM-management) combines the goals of stability and variability of the economic system. Consider two key areas of AM-management TSE: management of the assortment and financing of educational services.

AM-management is objectively exist in education, because the education market has the sectors of the commercial and noncommercial services. As their relationship can be four types of TSE:

1) *Mirror type* - the market of commercial education services repeats the same range, which traditionally exist in the education sector budget. This model is typical for areas, where the demand for educational services above suggestions, and educational institutions provide services for the part of consumers to the budget basis, for the part - on a commercial. Typical example - it is the market of higher education, where development takes place through the income from commercial activities.

2) *The type of client oriented* - while maintaining the traditional assortment of educational services of a budget proposal of diversified

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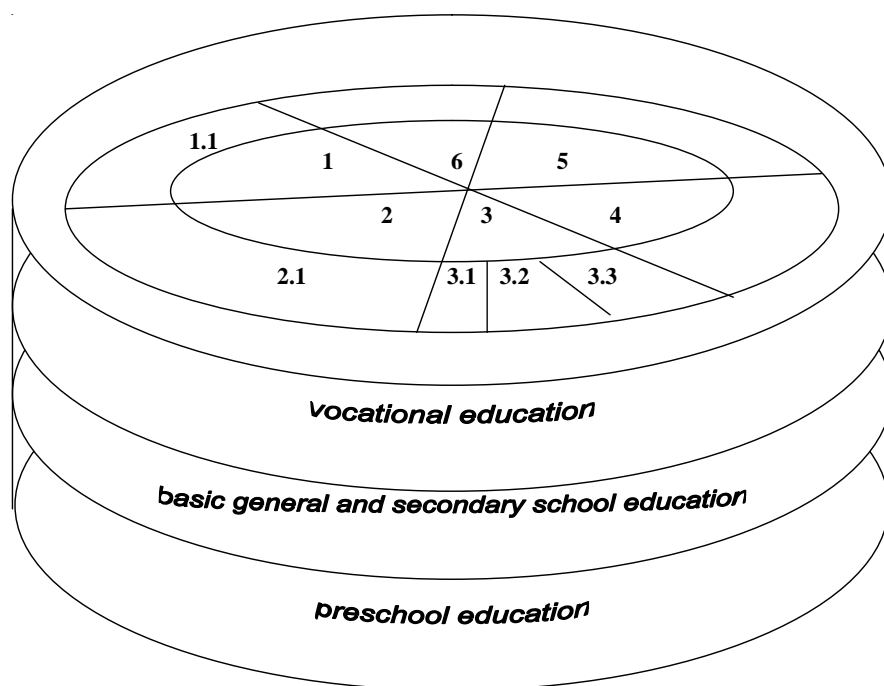


Fig. The territorial system of education

commercial services. A variety of forms, training methods, the nature of innovation, a new specialty of vocational education - the emergence of new educational products typical of the areas where the demand for educational services is limited, business struggle by educational institutions is clearly expressed, that require them to improve the product offer.

3) *Innovation type* - the market is also diversifying, producing new services in business and nonprofit sectors of education. In this case, the improvement suggestions of traditional services, funded of budget, and provided by the educational standards, stimulated by low purchasing power of the territory's population and the balance between demand and supply of services.

4) *Commercial type* - actively growing sector of paid educational services, while the traditionally education sector, funded of budget, is decreasing. This is possible if power of the territory are reducing the costs of the budget for education, and the population has an adequate level of income.

Mirror type TSE characterized the early 90's, when commercial relations in this area, only formed. In the mid 90's the democratization of society and government support for innovation in education have made massive third type TSE. The income growth of population and development of social sphere led to the proliferation of client oriented type TSE: maximum commercial

activities and minimum resources for the budgetary service standards. Dissemination of this model in most regions of Russia, in our opinion, is one of the causes of decline in the quality of national education. Commercial type TSE is little available due to low purchasing power. But in a situation of financial crisis, it is possible that the budget deficit will reduce funding for education, Territorial Administration will minimize the budget for educational services and expand the range of commercial services.

During the financial mechanism of TSE are two problems: economic - investment in education determine the level of human development areas, and social - the State to guarantee the right of citizens to receive education. Combining these problems characteristic by social economy, which examines the bilateral relationship between economic and social aspects of the reproduction of economic systems of different types and trying to give economic assessment of these linkages. The social economy made to measure the cost of the results to be achieved by using limited resources. S.B.Yefimova offers social services to assess the criteria for efficiency and effectiveness. The efficiency of TSE associated with the quantity of services for education. The effectiveness of TSE is related to the socio-economic indicators (quality of the workforce, the implementation of innovative projects, knowledge of pupils and students,

etc.), are delayed in time, and their subjective evaluation. Quantitative results from the educational services of relevance, if education management is considered the basis only of the administrative approach and objectives of budget funding, either from a marketing approach and business objectives. But apart from these two approaches, there is a third alternative: to connect to the provision of goods of public use of the society. On the synthesis of these three approaches based AM-managing of TSE.

Organization and control of social services may conduct public organizations and municipal authorities as the voice of public interest. Education refers to the municipal social services as a output of the municipal government, aimed at gratification the social needs of the population. The major share of budget financing TSE is in the budgets of the territories (Table 1), but in 2008 44 region had a budget deficit. In 2006 tax revenues to the regional budget and the budgets of territory have grown by almost 30% a year, and in 2009, the projected regions will face falling revenues by 20%. In comparison with 2008 an estimated Ministry of Regional Development Russia, the income base of the regions will decrease by at least 8-10%, 25 regions will face the problem of financing current expenditures, 33 the region to finance capital investments in part, and only 14 regions will be able to fully implement the commitments.

In 2009 the federal budget deficit will be, this would not compensate the deficit of regional budgets, if the global recession takes protracted. In the consolidated budget for 2009 socio-cultural sphere is scheduled 1210,4 milliard rubles. (in 2007 it spent 5 692,3 milliard rubles, of which 1342,3 milliard rubles - to education). A alternative sources of funding for education is the income from commercial activities and income from non-commercial activities.

Business education in Russia is a small segment. Commercial high schools make up about 40% of the total number of universities, but they taught only 17% of Russian students, private schools - is 1,5% of institutions of basic education, bat they prepare only 0,5% of all pupils. A educational services to the public was provided at 281,0 milliard rubles in 2008y. (1,3% more than in 2007y.), the average growth in recent years was 2-3%. Russians in the costs paid education in the last ten years do not exceed 6-7% in expenditure on ser-

vices. The proportion of paid education various in regions of Russia, where the population density and greater capacity to pay above.

Because the bulk of educational institutions is non-profit organizations, their work must be viewed in the context of a non-profit marketing. It allows you to attract subsidies, grants, sponsorship funds. All educational institutions now have boards of trustees, but donations in education do not become mass practice. Attracting investment in education on a commercial basis is unlikely since there is no accurate assessment of their impact (exception - Professional education, potential employers financing it). Non-commercial marketing is possible with the public interest in the organization that is relevant to social services, which include education. A marketing management of TSE due not only a marketing activities of educational institutions, but also with the practice of non-commercial marketing. However, it is clear that at a high social value of education will prevail over him, and state control.

Thus, the management of TSE necessarily synthesizes the administrative and marketing approaches. AM-management proved effective to invest in the social sector, profits from which will come through the quality of human resources of the territory.

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