

Вергун Антоніна, Бондарчук Юлія

## СИСТЕМИ РЕЙТИНГОВОГО ОЦІНЮВАННЯ ДІЯЛЬНОСТІ ВИЩИХ НАВЧАЛЬНИХ ЗАКЛАДІВ УКРАЇНИ

**Анотація**

*В статті розглянуто та проаналізовано сучасні системи рейтингового оцінювання вищих навчальних закладів України, зокрема такі як ТОП-200 та Консолідований рейтинг вищих навчальних закладів України. Встановлено, що основними факторами, які впливають на загальний рейтинг вищих навчальних закладів є наступні: якість науково-педагогічного персоналу, якість навчання студентів, конкурентоспроможність випускників на ринку праці, міжнародне визнання навчального закладу, реалізація спільних міжнародних проектів, залучення до співпраці іноземних дослідників, інноваційна діяльність вищих навчальних закладів, цитованість публікацій викладачів у міжнародних науково-метричних базах даних. Оцінено переваги та недоліки зазначених рейтингових систем. Доведено, що рейтинг вищого навчального закладу залежить від ефективності діяльності науково-педагогічних працівників, що зумовлює доцільність введення системи мотивації, обліку та планування всіх видів їх діяльності.*

*Так, на прикладі Київського національного університету технологій та дизайну розглянуто порядок рейтингового оцінювання діяльності науково-педагогічних працівників, як елемент системи управління потенціалом вищого навчального закладу. Запропонований підхід рейтингового оцінювання науково-педагогічних працівників надає формальне обґрунтування заохочення, стягнення, визначення проблемних напрямів у роботі як окремих працівників, так і структурних підрозділів вищого навчального закладу у цілому.*

**Ключові слова:** система вищої освіти; вищий навчальний заклад; ефективність діяльності вищого навчального закладу; рейтингове оцінювання; ефективність діяльності науково-педагогічних працівників.

Verhun Antonina, Bondarchuk Julia

## RATING EVALUATION SYSTEMS OF UKRAINIAN HIGHER EDUCATION INSTITUTION ACTIVITIES

**Annotation**

*The article considers and analyzes the modern rating systems of higher education institutions of Ukraine, in particular such as TOP-200 and the Consolidated Rating of Ukrainian Higher Education Institutions. It has been established that the main factors influencing the general rating of higher education institutions are the following: the quality of academic staff, the quality of students' training, the competitiveness of graduates in the labor market, international recognition of the education institution, implementation of joint international projects, involvement of foreign researchers in cooperation, innovation activity of higher education institutions, citation of teachers' publications in international scientific-metric databases. The advantages and disadvantages of these rating systems have been estimated. It has been proved that the rating of a higher education institution depends on the efficient activity of academic staff that determines the expediency of introducing a motivation system, accounting and planning of all types of their activities.*

*Thus, the order of rating evaluation of academic staff activity as an element of the management system of the higher education institution potential has been considered on the example of Kyiv National University of Technologies and Design. The proposed approach of rating evaluation of academic staff provides a formal justification for encouraging, collecting, identifying problem areas in the work of both individual workers and structural subdivisions of a higher education institution as a whole.*

**Keywords:** higher education system; higher education institution; efficient activity of higher education institution; rating evaluation; efficient activity of academic staff.

**1. Target setting**

The problems of improving the quality of educational services in the field of higher education have been intensified since the accession of Ukraine to the single European educational space. In this regard, the problem of increasing prestige of education institutions and creating such a potential, the implementation of which would ensure the qualitative training of future specialists in the labor market, is acutely faced the administrations of higher education institutions (HEIs).

It is undeniably that universities create a fundamental basis for the development of the modern economy. In the university functioning there is a system of training qualified personnel with scientific activity in the field of fundamental and applied disciplines, conducting interdisciplinary, international and intercultural studies.

The level of education activity of each higher education institution is determined by rating. The determination of university ratings is based on generally recognized methods and principles of evaluation that are clear and transparent both for Ukraine and for the international university community, which allows more realistic assessment of the quality of academic staff, university programs and education institutions in general.

Academic ranking is not only a convenient marketing tool, but it also has an institutional application. The results of academic ratings are referenced to in political documents, various types of comparative analysis of economic and cultural potential of countries, regions and large cities.

## 2. The statement of basic research materials

The ratings usually seek to provide diverse indicators in view of the fact that the results of the university activities are diverse services and products.

Since 2006, the first "TOP-200 Ukraine" project has been launched, which is currently the only accredited International Observatory Academic Ranking and Excellence (IREG) academic ranking in Ukraine, aimed at estimating the universities activities of different types with the application of an approved system criteria and their further comparison.

The "TOP-200 Ukraine" ranking uses and transforms the ideas of such international ratings:

- "Academic Ranking of World Universities" (ARWU, China);
- World University Ranking of newspaper "Times" (USA);
- "World QS University Ranking" of Quacquarelli Symonds Ltd. (UK).

Recently, the specialists of "TOP 200 Ukraine" fruitfully cooperate with experts of the pan-European rating project "U-Multirank", funded by the European Commission.

In the ranking "TOP 200 Ukraine", the evaluation of higher education institutions activities is carried out using an integrated indicator, which is determined on the basis of indicators of direct measurement (80%). It also includes expert assessment of the quality of university graduates training by representatives of employers and the academic community (15%), as well as using data from international science-metric and web-metric data (5%). The integral indicator is represented by three components: quality of academic potential, quality of training, international recognition [1].

The methodology, according to which the rating "TOP-200 Ukraine" is formed, during its existence was to some extent adapted to changes in the domestic system of higher education. However, the unchanged basis of this methodology was a general set of indicators for universities of different types, which allowed to compare the results of their activities.

In accordance with the methodology of the rating, the activity of the higher education institution is estimated using the integral index ( $I_3$ ), which contains three complex components:

$$I_3 = I_{ap} + I_{qe} + I_{ir},$$

where  $I_{ap}$  - academic potential quality index;

$I_{qe}$  - quality education index;

$I_{ir}$  - international recognition index [2].

The methodology was created in accordance with Berlin Principles of Universities Ranking. In 2016, for the formation of the indicated indices, 24 indicators of direct measurement with a total weight of 80%, the indicator of information resources (quality and functional completeness of universities' websites) was 5% and expert evaluation with a weighting factor of 15% [1].

In order to assess the international recognition of universities, the evaluation of their participation in European programs is additionally assessed, such as: in the framework of European Union Research and Innovation Program "Horizon 2020", Seventh Framework Program (FP7, the 7th Framework Program of the European Commission), the Trans-European Mobility Program from university education TEMPUS, a non-profit European Union exchange program for students and teachers Erasmus +. The main quantitative characteristics of these indicators are obtained from the information provided on the official sites of the universities, in the data of the Ministry of Education and Science of Ukraine, the Committee of Ukraine on State Prizes in the field of science and technology, the Committee on the National Prize of Ukraine named after Taras Shevchenko, international associations of universities, data on international projects 7th Framework Program, TEMPUS, Horizon 2020, Erasmus +.

Expert evaluation involves the study of levels: basic, general education of students, their professional training, possession of information technologies, as well as the level of competitiveness of graduates of a particular university in the labor market.

During the period of implementation of the project "TOP-200 Ukraine" it can be stated that, despite the sharpening of competition in the field of providing educational services, universities, which are in the top ten or twenty rankings, remain stable within their groups. These HEIs have an active role in the system of higher education, constantly improving their activities by mastering new work forms, which is reflected in the dynamics of indicators and expert evaluation. However, during such an assessment, there are difficulties associated with the closure of HEIs, the reluctance to expose information about their activities, the imperfection of the English language versions of universities sites.

In order to reflect the contribution of HEIs to the high-tech and innovative development of the Ukrainian economy and taking into account the recommendations of the Lisbon Forum IREG-8, with the support of the international supervisory expert council, the criteria for "Innovative activities of universities" were introduced into the ranking system of universities. This criterion was quantified by the investment volume involved in the startups of universities for the implementation of innovative projects. The latest developments in various areas of human activity are considered as start-ups, which have prospects in the consumer market. That is, with the introduction of a new criterion, the rating system was strengthened by the innovative component of the university's academic work.

A fragment of the rating activities results of higher education institutions of Ukraine "TOP-200 Ukraine" in 2017 is presented in Table 1.

**Table 1. Rating activity results of higher education institutions of Ukraine "TOP-200 Ukraine" in 2017 (fragment)**

Place	HEI	Quality assessment of academic potentialları	Education quality assessment	International recognition assessment	Assessment of integral indicator of the university's activities
1	National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute"	37,42	24,28	24,48	86,18
2	Taras Shevchenko National University of Kyiv	37,77	20,84	23,29	81,89
3	Kharkiv National University named after V.N. Karazin	19,75	14,68	15,06	49,49
4	National Technical University "Kharkiv Polytechnic Institute"	10,15	16,38	45,10	10,14
5	National University "Lviv Polytechnic"	15,63	17,04	44,67	15,63
...	...	...	...	...	...
200	Institute of entrepreneurship "Strategy"	4,053	4,06	2,72	10,84

Source: [1].

In recent years, both the global and Ukrainian education services market has undergone significant changes. Therefore, there has grown the interest of public and professional representatives of the labor market, higher education towards the independent assessment of the universities activities. The tendency tends to consider university rankings in connection with their accreditation and licensing. Therefore, according to the International Expert Group on Ranking, "the quality assessment of the universities activities should be based on transparent, universal, socially recognized, consistent with international experience criteria and techniques" [2].

According to the methodology, principles of concluding, publishing and discussing the rating, "TOP-200 Ukraine" is not inferior to the known world ranking systems, but its disadvantage (as well as other Ukrainian university ratings) is the low reliability of the data provided by universities. This is due to the imperfection of the information space in the field of education and the lack of accountability of employees regarding the reliability of data on the activities of higher education institutions [3].

Scopus rating is widely used to rank universities, which reflects the results of the higher education institution's ranking on Scopus database indicators. The Scopus rating tool is a tracking of the number of citations of scientific articles published by academics or university staff in academic journals. In this way, the scientific monitoring of the subjects of scientific and publishing activity of Ukraine is carried out according to the indicators of the database of Sci Verse Scopus, on the basis of which the rating of Ukrainian higher education institutions is compiled. In particular, the Scopus database constantly indexes more than 20 thousand scientific journals, 370 book series and 5.5 million works published during conferences.

Over the past two years, 8 more universities have been added to the Scopus database, and in April 2016, it contained information on the number of citations of scientific articles from 128 higher education institutions in Ukraine.

In the rating table, higher education institutions in Ukraine are ranked by *h*-index (author-level metric) - a quantitative indicator of the scientist's influence, a team of scholars, a scientific institution or a scientific journal based on the number of publications and their quotes. The *h*-index was proposed by an American physicist Jorge Hirsch in 2005, the *h*-index of a scientist is *h*, if he is the author of *h* publications, each of which was cited at least *h* times [4].

International rating "Webometrics" is based on the number of indexed search engines pages of the university, external references to it, the number of citations of the resource, as well as the number of uploaded to the site files (in other words, the content and information activity of the site of the education institution is monitored).

According to the international rankings of "TOP-200 Ukraine", "Scopus" and "Webometrics", which accumulate various criteria for assessing universities, a consolidated rating of higher education institutions of Ukraine is being formed. In 2017 it included 288 universities of III-IV accreditation levels, as well as 6 sub-ratings of "TOP-10": "Best classic universities of Ukraine", "Best private education institutions of Ukraine", "Best universities of the capital of Ukraine", "Best pedagogical education institutions of Ukraine", "Best medical education institutions of Ukraine", as well as "Best education institutions of Ukrainian regions".

The consolidated rating of higher education institutions of Ukraine summarizes the general rating places of education institutions according to "TOP-200 Ukraine", "Scopus" and "Webometrics" versions. If the university was not presented in any of these rankings, then it was assigned a place next to the last in this rating. The final rating table includes 288 higher education institutions of Ukraine. The consolidated rating reflects all universities that carry out the preparation of bachelors and masters and present at least one of the listed ratings [5].

In recent years, the mutual actions of experts, representatives of the academic community and employers have been aimed at creating a more balanced methodology for rankings of higher education institutions. At the same time, the basic indicators were maintained as corresponding to the generalized model of the functioning of Ukrainian higher education institutions. However, in order to strengthen the emphasis on recognition the higher education institutions in the international community, the importance of indicators is reduced. These indicators are characterized by the number of academicians of the National Academy of Sciences of Ukraine, correspondent members of the National Academy of Sciences of Ukraine, and the scale of the university.

A fragment of the consolidated ranking of higher education institutions of Ukraine in 2016 is presented in the table 2.

**Table 2. Consolidated ranking of higher education institutions of Ukraine in 2016 (fragment)**

Title of HEIs	Ranking place				Total mark
	General	TOP-200 Ukraine	Webometricsc	Scopus	
Taras Shevchenko National University of Kyiv	1	2	1	1	4
Kharkiv National University named after V.N. Karazin	2-3	3	4	2	9
HNational Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute"	2-3	1	2	6	9
Ivan Franko National University of Lviv	4	9	5	4	18
National Technical University "Kharkiv Polytechnic Institute"	5	4	7	9	20
...	...	...	...	...	...
Institute of Screen Arts	288	201	340	137	678

Source: [2].

Thus, in order to ensure the leading positions of higher education institutions at the national and international levels, the efforts of HEIs of Ukraine are aimed at:

- training of competitive professionals capable of achieving significant professional success;
- conducting relevant scientific research in cooperation with national and international partners;
- intensifying research and innovation activity with its further testing in the educational process;
- developing international projects that will not only prevent the migration of Ukrainian students abroad, but also attract talented foreign researchers, teachers, students to cooperation;
- expanding the capabilities of publications in the world's best editions, especially in English [3].

Rating evaluation of the academic staff (AS) activities is considered to be an element of the potential management system for material and technical and innovative components. In most HEIs, such a system implements the functions of planning, recording and analyzing the results of the rating evaluation of the AS and is not fully functional (correction function is not performed). The main purpose and goal of such a system is motivation of improving the quality and efficiency of educational, methodological, scientific, organizational work of academic staff in structural subdivisions of higher education institutions. The application of complex criteria for evaluating and controlling the level of efficiency of the AS promotes the activation of all activities aimed at increasing the ranking of universities in general and increasing the level of professional competence.

According to the results of the AS rating evaluation by the authorities of HEIs and separate structural subdivisions (departments, faculties, institutes), decisions are made on competitive selection for filling vacant positions, signing or extending of terms of labor contracts. It also includes the size of bonus payments, incentive supplements and other incentives that are stipulated by the Charter of the University and a collective agreement, etc. If there is a failure to meet the planned volumes of all types of work in accordance with the individual plan of the AS, then the conditions of the contract are reviewed up to the dismissal of the employee from his/her position.

Activity rating is viewed as a quantitative indicator of the results of the work of academic staff, departments, faculties, institutes. It is formed on the main types of activities and is an assessment of the level of teachers' professional competence and the main type of evaluation of the activities of departments, faculties or institutes.

The basis for the rating system development for the activities of academic staff is the Laws of Ukraine "On Higher Education", "On Scientific and Scientific-Technical Activity", the Regulations "On the State Higher Education Institution", "On the Organization of Education Process in Higher Education Institutions", the Statute of HEI.

The main tasks of the AS rating system are as follows:

- improving the quality of the education process;

- creating a competitive environment among employees and structural divisions;
- stimulating the growth of professional competence,
- increasing the efficiency of scientific and pedagogical work and the development of creative initiative.

In order to solve these tasks, there is carried out the norm setting of all types of AS work and monitoring the quality of their performance according to selected indicators. To do this it is necessary to:

- create an information base for the assessment and analysis of the activity results of AS, departments, faculties or institutes of higher education institutions;
- assess the activity results in accordance with the requirements of the Law of Ukraine "On Higher Education";
- declare the activity results in order to increase the interest of AS in improving their professional qualification, in mastering advanced pedagogical experience and creative approach to teaching process;
- provide completeness and reliability of information for objective evaluation of the quality of teachers' activities;
- carry out a differentiated evaluation of the AS activity to increase motivation for providing educational services of the highest quality.

The basic principles basing the rating system of AS, departments, faculties or institutes of higher education institutions can be defined as the following:

- transparency – openness and accessibility of the system of indicators and results at the level of departments, faculties and according to AS categories (professors, associate professors, lecturers, assistants);
- reliability – obtaining reliable information basing on the system of indicators in accordance with the current normative documents, solutions of the Academic Board, the administration, orders and rector's decrees;
- validity– content and constructiveness (correspondence with forms and goals);
- an integrated approach – obtaining information, which includes a list of criteria sufficient for the assessment and form setting of motivation of AS or a structural unit undergoing a rating evaluation;
- flexibility– ability to prioritize by changing weighting factors to estimate the activities.

The system of rating evaluation focuses on the educational, methodological, scientific and organizational work of AS and relevant structural units. For planning and accounting such work in universities, the presidency approves the time limits of AS work.

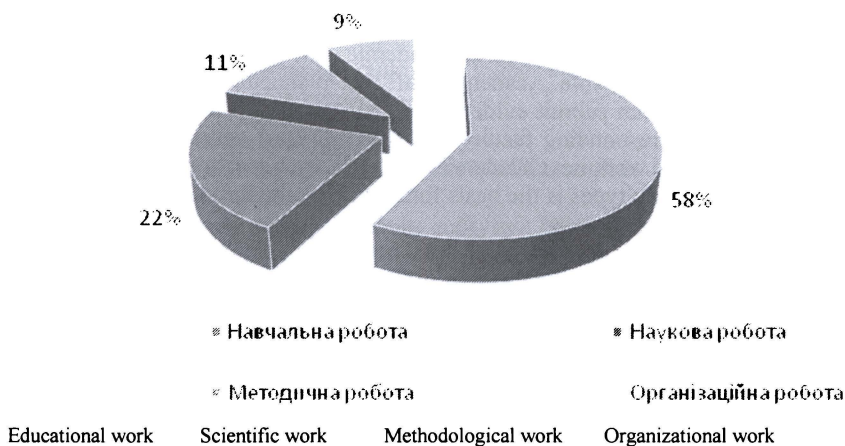
The introduction of rating evaluation indicators of activities of AS, departments, faculties or institutes is an integral part of the introduction of a system of motivating, monitoring and quality management of educational services.

The rating is calculated automatically, by creating an information database of departments, faculties or institutes on the indicators system.

The data for the rating calculation of AS, departments, faculties or institutes are formed in the structural subdivisions of the higher education institutions at the end of the academic year. The heads of departments till June 1 of the current year provide summarized electronic questionnaires to the department for monitoring the quality of specialists training and analytical work, including excerpts from the minutes of departments' meetings on the approval of the rating evaluation results in the prescribed form. In order to ensure the rating evaluation objectivity, the submitted electronic questionnaires are checked, analyzed, summarized by the department for monitoring the quality of specialists training and analytical work as well as by the educational department, educational-methodical department, research department, personnel department, planning and financial department. As a result, all these departments ultimately form information on the activities evaluation of AS, departments, faculties or institutes and submit to the higher education institution's draft order.

Let us consider the methodology of planning and accounting the academic staff work, which is used in Kiev National University of Technologies and Design (KNUTD).

The planned time sheet for each AS at KNUTD for all types of work is set equal to 1548 hours during the academic year. The approximate structure of this load is presented in Fig. 1.



**Fig. 1. Structure of the planned time sheet of AS at KNUTD, %**

The planning of the academic staff work is based on the maximum amount of educational work of 58% (in exclusion at the production necessity, this figure can be changed in accordance with the individual plan of the AS),

while other activities per one full-time job constitute 42% of the planned time sheet. In some cases, the work amount by activity type may be changed.

The volume of scientific work of some individual academic staff can grow up to 50% of the total work volume by reducing the volume of other types of work (according to the individual teacher's plan). The right for this have :

- laureates of the State Prizes in science and technology;
- advisers of the Government of Ukraine and the Presidential Administration of Ukraine on science;
- heads and members of specialized councils for the defense of theses;
- valid members and corresponding members of the NAS of Ukraine, National Academy of Sciences of Ukraine;
- honored scientists and technicians, honored inventors of Ukraine;
- organizers of international symposiums (congresses, conferences);
- authors of textbooks and manuals recommended by the Academic Board of KNUTD;
- editors of scientific publications, etc.

Also, such a right is used by academic staff, who complete writing monographs and doctoral dissertations.

The enrollment of scientific work is carried out on the basis of the report of each AS for the reporting calendar year, provided that he/she has completed the following works:

- published at least one article, where his/her authorship is not less than 50%, has received a patent for an invention;
- participated in scientific conferences (in particular, in KNUTD conferences), which resulted in the publication of summaries or conference materials.

The volume of methodological work during one academic year may be increased up to 50% of the total work due to the reduction of other types of work to the developers of electronic educational complexes and other teaching materials in a foreign language.

Academic staff who perform certain responsible rector's orders on organizational work, its volume can be increased up to 50% of the total work (deputy deans for educational work, members of working groups and commissions at the administration and deanship, etc.). This is established annually by the rector's order on the submission of faculty deans.

The distribution of work types, the amount of which is determined by the department, research department and the faculty deans, is carried out by the department heads at the meetings of the departments with the subsequent approval by faculty deans.

The untimely submission of the report on the work done during the recording academic year without valid reasons is an argument for breaking a work contract with such an employee in KNUTD.

All types of work are carried out in accordance with the individual plan of a scientific-pedagogical worker, the schedule of the educational process and the schedule of classes.

The work amount of each scientific and pedagogical worker on the main types of his/her activity is determined by the actual work performed, which is confirmed by the relevant documents for:

- educational work – records in the time-recording journal of educational work of academic staff of the department;
- scientific work – samples of published scientific articles, monographs, patents for inventions and useful models, confirmation of participation in scientific conferences, seminars, commissions, acts of implementation, licensing agreements, recommendations, technical decisions, etc.;
- methodological work – samples of published or approved curricula, programs, electronic educational complexes, methodological developments, confirmation of participation in seminars, conferences, commissions, etc.;
- organizational (including cultural and educational) work – department reports (certificates), dean's offices on conducting events among students and the direct participation of the AS in the cultural and educational process.

If some authors perform the work of a certain type, then its total amount is divided between all participants in proportion to the contribution of each member of such a team.

Subject to the full amount of work (1548 hours), the academic staff confirm having a full established post with payment in accordance with the manning table. Academic staff who planned to perform all the above work types for the recording academic year but did not submit evidence of their successful implementation are listened to at the Academic Board meeting of the corresponding faculty and KNUTD staff commission, and in case of absence of valid reasons, they can continue their work next academic year only by a special rector's order. The repeated failure to meet the planned amount of all work types is the basis for reviewing the terms of the contract up to the release of such an employee from his/her position.

The AS activity evaluation is carried out with the help of the program developed by means of the MS Excel table processor. The basis for creating an information system of counting is the principle of organizing indicators by activity type in the form of a list and automatically calculating the rating.

The information system of rating determination has a hierarchical structure: the rating of the faculty is based on the ranking of the departments belonging to the faculty (institute), and the ranking of the departments depends on the rating of the department's academic staff.

The beginning of the calculation involves filling in the information on the professional activity of each scientist and pedagogical worker in the electronic questionnaire. Each worker selects in this questionnaire the indicators that correspond to the position he/she occupies.

When calculating the rating of faculties or institutes and departments, the total number of indicators in the work areas refers to the number of established posts and internal staff members. Activities of internal staff members are

included in the general calculation of the rating point of the structural unitwork to activate all the directions of their activities, and not only the educational one.

For each indicator of AS activity the weighting (number of hours per full-time equivalent) indicator is determined, which is multiplied by the quantitative value of the indicators. The electronic questionnaire contains data on the work performed for the current academic year (from September 1 of the previous calendar year to August 31 of the current year), and data on the scientific work are reported for the reporting calendar year (from January 1 to December 31).

The effective number of the rating is rounded off by the rule of rounding decimal fractions to hundredth. In order to ensure the validity of the system, the effective number of the rating is not higher than 2,00.

The rating evaluation of the activity of academic staff, departments and faculties or institutes is published by KNUTD administration before the beginning of the new academic year by higher education institution's decree. The rating of the teachers is categorized separately: professors, assistant professors, assistants, teachers.

In structural subdivisions, each employee has access to rating indicators of all his/her colleagues, including the manager (head of the department). The rating table gives the general indication of the obtained performance indicators of the departments according to the methodology used in the higher education institutions and the corresponding rating places, but the degree of objectivity of this is controversy.

This is due first of all to the fact that the performance of various works in different departments is associated with different labor costs. Thus, the defense of a candidate or doctorate dissertation in mathematical, physical, technical or economic direction requires different intellectual, organizational, material, financial and other expenses. The same applies to the preparation and publication of scientific articles, abstracts, manuals, textbooks, monographs, etc.

In addition, faculty departments have different functional orientations (administering departments and serving departments), which also affects the performance of their activities. The conducted analysis of AS activities of KNUTD has allowed to distinguish the rating of successful, sufficiently successful, perspective and problem employees whose share in the total amount of higher education institution and the criteria for determining their ratings indicated after the name of the rating group.

The proposed approach to AS rating provides a formal justification for encouraging, recovering, identifying area of concern for both individual employees and structural subdivisions of higher education institutions as a whole.

The essential disadvantage of the considered rating system of AS activity is discrete nature of its functioning. The results of the activities of AS, departments, faculties or institutions are updated once a year in the light of the events that have already taken place, and there is no way to change the current state of affairs. Typically, the results of AS activities are recorded in the database once in due time by the executive officer in charge of at the departments, which is associated with high labor costs and is characterized by subjective interpretation of many indicators that need to be processed.

It is advisable to continuously operate such a system, in which data on emerging events are immediately added to the information base. At the request of the user, the system should provide the current rating evaluation of both an individual employee and structural subdivision of the university in order to identify bottlenecks and successfully be out of a jam.

The results of the higher education institutions affect the national and international ratings, and therefore their attractiveness, competitiveness. Therefore, the results of the rating are analyzed and measures to improve them are planned.

### 3. Conclusions

Thus, the article analyses the rating evaluation of academic staff activity as an element of potential management system of higher education institutions for material, technical and innovative components. In the context of Kyiv National University of Technologies and Design, the functions of planning, recording and analysis of the structural units' activity results have been documented. The purpose of the rating evaluation is determined, it is motivation of improving the quality and efficiency of educational, methodological, scientific, organizational work of academic staff in structural subdivisions of higher education institutions. It should facilitate the activation of all types of academic staff activities, aimed at increasing the ranking of higher education institutions in general and increasing the level of professional competence of each employee.

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**Verhun Antonina** – Candidate of Economic Sciences, Associate Professor at the Department of Finance and Financial and Economic Security, Kyiv National University of Technologies and Design, Nemirovich-Danchenko Street, Kyiv 01011, Ukraine, **e-mail:** [a.vergun@bigmir.net](mailto:a.vergun@bigmir.net). **Where and when she graduated:** Kyiv National University of Technologies and Design, 2004. **Professional orientation or specialization:** economic security, financial security, development of higher education system. **The most relevant publication outputs:** 1. Verhun A. M. Diahnostyka rivnia finansovo-ekonomichnoi bezpeky pidpriemstva (Diagnostics of enterprise financial and economic security level) Verhun A. M., Savchenko M. M., Tarasenko I. O. // Mizhnarodnyi naukovyi zhurnal. – 2015. - #2. – s. 23-27., 2. Verhun A. M. Kontsepsiia staloho rozvytku v umovakh hlobalizatsii (Concept of sustainable development in the conditions of

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**Bondarchuk Julia** - Candidate of Philological Sciences, Associate Professor, the head of foreign languages department, Kyiv National University of Technologies and Design, Nemirovich-Danchenko Street, Kyiv 01011, Ukraine, **e-mail:** [bondarchuk\\_julia28@ukr.net](mailto:bondarchuk_julia28@ukr.net). **Where and when she graduated:** Kirovograd state pedagogical university named after V. Vinnichenko, 2001. **Professional orientation or specialization:** economics, philology. **The most relevant publication outputs:** 1. Podolna V. V., Topenko J. A., Ievseitseva O. S. Marketynhovi aspekty vdoskonalennia diialnosti audytorskykh kompanii v Ukraini (Marketing aspects of audit companies activities improvement in Ukraine) / V. V. Podolna, J. A. Topenko, O. S. Ievseitseva // Naukovyi visnyk Polissia Chernihivskoho natsionalnoho tekhnolohichnoho universytetu , #12, 2016. S. 340-345, 2. I. Tarasenko, J. Bondarchuk, O. Tarasenko.



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