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The role of managerial competencies in fostering collaboration between higher education institutions and local communities

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Abstract

Relevance. The relevance of the scientific work lies in the need to study the competencies of the heads of higher education institutions and territorial communities in Ukraine and the results of their relationships.

Purpose. The purpose of this research work is to identify the key competencies of senior officials of higher education institutions of Ukraine in 2023 and the results of their influence on the development of cooperation between higher education institutions and territorial communities.

Methodology. Theoretical and empirical research methods were used in the scientific work, namely description, analysis, systematization, generalization, the survey of employees of the structure of education and territorial community in the city of Poltava, as well as interviews.

Results. As a result of the scientific research, the necessary competencies of the manager were identified, which are a prerequisite for effective management of higher education institutions and territorial communities in Ukraine by the beginning of 2023. Also, the main characteristics of the leader's personality and their influence on the establishment of interaction between territorial communities and institutions of higher education were determined in the research work. The main competencies of managers and necessary personal qualities are structured in this work.

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Conclusions. The position of employees of the Taras Shevchenko Luhansk National University and members of the Poltava City Council, as representatives of the territorial community of the city of Poltava, was studied, with the help of a survey, regarding the presence of the necessary managerial competencies and personal qualities of the managers of the above-mentioned structures and their influence on the interaction between the structures. The results of research work can be used by scientists and researchers for further study of the main competencies of heads of higher education institutions and territorial communities in Ukraine.

Keywords: interaction; efficiency; strategic development; university; systematization.

Introduction

Improving the quality of the educational sector of Ukraine, which is based on the professionalism of the participants in the educational process, requires the formation of professional competencies and general values of the structure's leadership. In 2023, in the Ukrainian social environment, the issue of global changes in the education system and requirements for the management of educational institutions, which requires the formation of new aspects of the managerial competencies of the head, will emerge acutely. That is why there is a need to define the conceptual scope of the terminology of management competence of managers, as well as to define the main individual and personal qualities of managers of higher education institutions and territorial communities.

The qualities of senior officials are important aspects for ensuring managerial activity at all levels of management. Therefore, the problem of this study is the study of the specific competencies and qualities of effective leadership of pedagogical education specialists and territorial communities in Ukraine, which in cooperation can ensure the development of Ukrainian society. Scientists Y. Khrykov et al. draw attention to the fact that higher educational institutions of Ukraine in cooperation with territorial communities produce decentralization of state administration, which is the basis for their further development [1]. In this regard, it is worth studying in more detail the structures of cooperation between the heads of higher educational institutions and territorial communities, as well as the prospects for their further synergy.

In turn, S. Voronova notes that cooperation is actively used in the performance of educational and managerial tasks in institutions of higher education, which increases the quality indicator of the educational process [2]. According to the researcher, it is the self-governing bodies that provide constant feedback that motivate the management to work effectively, which in the future makes it easier for senior officials to make rational management decisions that will include the positions of all participants in educational communication. In view of this, there is a need for additional study of the necessary spheres of influence of territorial communities and self-government bodies on the educational process.

Researcher O. Baynazarova draws attention to the concept of "social partnership", which is used to reflect the cooperation system of various spheres of public activity [3]. Based on the established principles of social partnership, which includes functioning in accordance with the norms of legislation, recognition of equality and voluntary fulfilment of obligations by the parties of social partnership, as well as systematic control over the fulfilment of obligations of partners for which responsibility is borne.

According to Ukrainian researchers Y. Tymoshenko and L. Zavorodnya the presence of the necessary personal and professional qualities of managers of higher education institutions of Ukraine form the general culture of management in the country and have a direct impact on the development of the field of education [4]. In view of this, it is necessary to thoroughly research and specify the necessary personal and professional qualities and competencies of an effective head of a higher education institution in Ukraine.

It is Important to remember that, according to the study of L. Baranovska et al., the general and specialized competencies of the head are an important aspect of the training of managers of higher education institutions, since the presence of strategic management of the organization and personnel of the institution, the ability to ensure quality and the appropriate functioning of the internal system provides an opportunity for the development of the structure [5]. It is worth investigating the importance of education for employees of managerial competencies in 2023.

The purpose of the study is to determine the competencies of modern leaders of higher education institutions and territorial communities, as well as to identify the relationship between the level of competencies and the relationship between representatives of the education sphere in Ukraine and territorial communities.

Materials and Methods

The following methods were used in the research work: analysis, systematization, description, generalization, survey, and interview. With the help of the analytical method, the scientific work examined the works of Ukrainian, American, and Polish researchers who studied the issue of the competencies of an effective manager and management skills. Using the method of systematization, it was made possible to structure the collected material in the research, in particular, the important qualities of an effective manager and his basic competencies. With the help of the description, the study studied the conceptual scope of the main terms, revealed the basic competencies of the management officials, and also indicated the features of management activities used by the heads of various structural institutions. The method of generalization was used in the research work for the purpose of recording, based on the study of scientific sources, general features and properties of effective leadership and important aspects of cooperation between higher education institutions and territorial communities. Using the survey method, this study studied the current level of attitude towards the leadership of employees of the pedagogical university and representatives of the territorial community of Poltava and the attitude towards cooperation with other structures of the city. As a result of the interview, the

qualities possessed by an effective manager were formed and structured.

In this research work, a survey of employees of Taras Shevchenko Luhansk National University and members of the Poltava City Council, as representatives of the territorial community of the city, was carried out. The survey continued for 14 (10 working) days, namely from February 9 to 23, 2023 in the city of Poltava. Initially, the research was carried out on the basis of Luhansk Taras Shevchenko National University from February 9 to 16, 2023. Members of the Poltava City Council, as representatives of the territorial community, were interviewed next from February 17 to 23, 2023. 100 people took part in the research (50 respondents were representatives of the Pedagogical University and 50 city council employees). It is worth noting that the research was carried out at the beginning of 2023 in Ukraine, where active hostilities continued, therefore 26 people (9 teachers and 17 representatives of the territorial community) were unable/refused/did not complete answering the research questions in connection with air alarms.

In the study of employees of Luhansk Taras Shevchenko National University, out of 50 respondents who took part, 32 participants were women and 18 were men. The average age of interviewed women in this group varied from 27 to 43 years, and for men from 30 to 47 years. Most of the interviewees permanently lived in the city of Poltava (46 people), and only 3 teachers were internally displaced persons as a result of the war. The respondents of the group of representatives of the territorial community of Poltava formed 41 men (aged 37 to 42) and 9 women (aged 29 to 44). All interviewed representatives of the Poltava City Council were residents of the city.

The question for the survey was formulated based on the analysed array of data. During the survey, the respondents reported their position on the qualifications of the management and views on cooperation with other social structures of the city. In addition to the survey, an interview was conducted, as a result of which the main qualities of an effective leader were collected and structured. Respondents answered the following questions: "In your opinion, what personal qualities prevail in your management?". Have there been cases of undisciplined behaviour on the part of your management? Does management listen to the opinions of subordinates? Is your supervisor prone to constructive dialogue? How does management behave in critical/non-typical situations? How does your manager behave in the presence of subordinates? Does the administration reach common ground with the employees (in your opinion)? What are the difficulties in establishing interstructural relations between educational institutions and the territorial community? In your opinion, what problems exist in establishing existing forms of cooperation between the structures of territorial communities and institutions of higher education? Are there, in your opinion, promising areas of interaction between territorial communities and institutions of higher education?" In this scientific work, the general results of the research were summed up and the prospects for the study of this issue by scientists in the future were formed.

Results

In 2023, the strategy for the effective functioning of Ukrainian society is the cooperation of various spheres of social activity, one of which is the interaction between institutions of higher education and territorial communities. The inclusion of educators in making important decisions for the life of local communities helps to ensure the partnership nature of this interaction, as well as the use by universities of the bridgehead of territorial communities for the implementation of scientific research [6]. In the case of interaction between institutions of higher education and territorial communities, as well as their direct leaders, the quality of life of citizens and the level of education will contribute to the development of the culture and life activities of Ukrainians in the future.

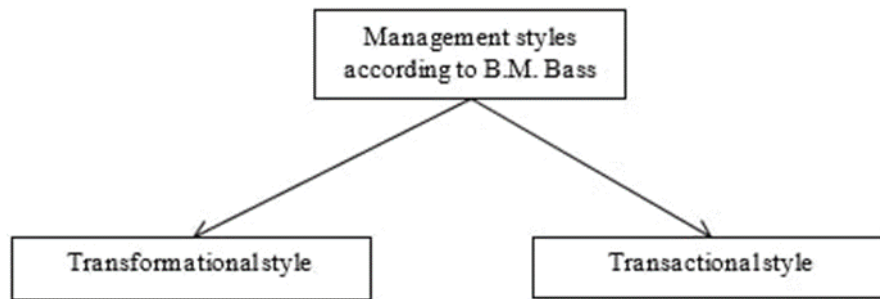
It is worth noting that in the cooperation of various structures, their leaders have an important place. Even in 2019, during the reign of the COVID-19 pandemic, an important factor in the functioning of higher education institutions and their reorganization was the presence of the competencies of managers, as in the territorial communities of cities. In the conditions of the pandemic, the competence that became the most necessary for senior officials was the presence of socio-emotional skills, as well as the readiness of heads of educational institutions to withstand stressful conditions and the ability to quickly adapt to changes in the socio-cultural context [7-10].

Today, heads of higher education institutions and territorial communities, who have a high level of professional competence, have the opportunity to solve tasks inherent in management activities. However, it is worth paying attention to the semantics of the concept of "competence". Despite the fact that the same root word "competence" is not rarely used as an interchangeable term with "competence", in scientific sources the concepts have different meanings, although they are related to each other. Competence is considered a characteristic of the subject of a certain profession, which combines cognitive, in particular, the presence of certain knowledge; operational, i. e. methods of activity and readiness for its implementation; axiological, namely value aspects [11]. At the same time, competencies are a set of certain characteristics, values, knowledge, abilities and skills, as well as the individual's own experience, which is considered as a result of educational activity [12-14]. It is worth noting that competences can fulfil the function of duties of management officials.

Possession of cultural, civic, social, entrepreneurial competences by a leading official produces a developed managerial functionality of a leading person. Cultural competence is important for a manager, because the manager's position involves working with people of different cultures. The lack of this competence can lead to significant complications in intercultural interaction [15]. With the help of entrepreneurial competence, which is considered end-to-end, the manager has the opportunity to manage by referring to experience and knowledge that produce personal development and the overall success of cultural, social or commercial structures [16; 17]. Civic competence is based on the manager's preparation for active participation in public life, and also requires knowledge and understanding of socio-political concepts and structures from the manager [18]. Social competence is formed on the basis of theoretical knowledge, practical

knowledge, self-regulation of knowledge, as well as sociocultural knowledge [19; 20].

It is important to note the fact that leadership style affects employee motivation and overall productivity (Figure 1).



Source: [21].

Transformational management consists in individual influence on subordinates, spiritual encouragement of colleagues and their intellectual stimulation. While transactional leadership is based on encouraging subordinates to specific achievements, which is reinforced by rewards. Therefore, the leadership style chosen by the leader affects the overall performance and is often a reflection of the values of the entire structure. Managers of territorial communities also need to have managerial competencies, just like managers of higher educational institutions, but their task is to coordinate participants and institutions, as well as the ability to adapt to changes [22]. The main competences, as a factor of quality management of the territorial community in connection with the education of the public, is to increase the level of education of the members of the community, therefore, this relationship must be maintained in the XXI century.

In Ukraine at the beginning of 2023, an important quality of the heads of territorial communities and universities is the ability to make effective decisions in the conditions of martial law, which continues on the territory of the country since February 24, 2022. It is worth noting that the influence of personal factors on the effectiveness and efficiency of these management skills depends on the readiness to take risks, as well as a high tolerance for uncertainty [23-25]. It should be noted that the

management of higher education institutions in Ukraine and territorial communities during the war includes the management's responsibility for the safety of employees and citizens of the country, the establishment of normal functioning and people's lives. It is also necessary to take into account the pressure and discomfort that managers feel in such conditions, which leads to difficulties in making decisions, which highlights the level of stress resistance of the manager as an important aspect of management in Ukraine for 2023.

It should be noted the influence of managers' activities on the level and quality of cooperation between university structures and territorial communities of cities. Therefore, the professional training of managers ensures the presence of important personal and professional qualities that are necessary for the implementation of management functions by a senior official. Therefore, managers need comprehensive training that will provide knowledge, skills, and abilities to successfully perform professional tasks. In the scientific work, a survey of employees of Taras Shevchenko Luhansk National University and members of the Poltava City Council, as representatives of the territorial community of the city of Poltava, was conducted. The first survey took place on the basis of Luhansk Taras Shevchenko National University (Table 1).

Table 1. Results of a survey of employees of Luhansk Taras Shevchenko National University

No.	Question	Answer options	
		Yes	No
1.	Is the level of skills, personal qualities and competencies of the head of the educational institution in which you work sufficient?	80%	20%
2.	Is the level of the manager's communication skills, in particular, sufficient?	90%	10%
3.	Is there a need to create a system of continuous education for university employees?	96%	4%
4.	Are education workers ready for active cooperation with representatives of the territorial community?	56%	44%
5.	Is there a need to involve representatives of territorial communities in conducting educational events?	40%	60%
6.	Is the level of communication of the heads of higher education institutions in Poltava sufficient with territorial communities?	80%	20%
7.	How often does the leadership initiate communication with local communities?	At least once a week	No more than once a month
		60%	40%

Analysing the results of the conducted survey, it is worth noting that the overwhelming number of employees of the pedagogical university consider the management of the institution to be qualified managers with a sufficient number of necessary skills and management skills of the educational institution. However, some respondents are convinced of the insufficient level of available competencies and personal qualities for successful and effective management of the institution. It should be noted that the majority of respondents are convinced of the presence of communication skills in their own management and their successful use. As for the continuous education of educators, almost all respondents are inclined to implement such a system at the university, while only two are convinced of the lack of need to introduce a system of continuous education for employees in the education sector. Most of the respondents claim that they are ready for active cooperation with representatives of the territorial community. At the same time, the interviewed university employees are inclined to involve

representatives of territorial communities in educational issues. In turn, the majority notes the lack of need to involve territorial communities in university affairs. The majority of teaching staff who took part in the survey are convinced that their managers actively cooperate with representatives of the local community. However, there are not numerous respondents who claim that the management cooperates with the local community not actively enough. It is worth noting that the management of higher education institutions initiates personal communication with representatives of the territorial community of Poltava at least once a week, which produces successful functioning and development of community society.

After receiving the results of the completed survey, which was conducted on the basis of Taras Shevchenko Luhansk National University, a similar study was conducted of employees of the Poltava City Council as representatives of the territorial community of the city of Poltava, the results of which are shown below (Table 2).

Table 2. Results of the survey of employees of the Poltava City Council, as representatives of the territorial community of the city of Poltava

No.	Question	Answer options	
		Yes	No
1.	Is the level of skills and competencies of the head of the territorial community in which you work sufficient?	76%	24%
2.	Is the level of the manager's communication skills, in particular, sufficient?	85%	25%
3.	Is there a need to create a system of continuous education of employees of the territorial community?	100%	0%
4.	Are representatives of the territorial community ready for active cooperation with education workers?	94%	6%
5.	Is there a need to involve representatives of education in solving the problems of territorial communities?	66%	44%
6.	Is the level of communication between leaders of territorial communities and higher education institutions in Poltava sufficient?	50%	50%
7.	How often does the management initiate communication with representatives of higher education institutions?	At least once a week	No more than once a month
		55%	45%

The following results were obtained after the survey of employees of the Poltava City Council was completed. The vast majority of those interviewed claim that the leadership of the Poltava City Council has a sufficient level of competence. The vast majority of respondents are confident in the presence of communication skills and abilities in the leadership of the city council. Regarding the need for continuous training of employees of the Poltava City Council, the respondents voted for a positive decision. Workers of the territorial community also voted by majority to approve cooperation with representatives of higher education in the city, while only a few people are not sure of the necessity of implementing this item. Regarding the issue of the involvement of educational workers in the functioning of the territorial community, the majority of respondents are convinced of the need to involve representatives of education in solving the problems of territorial communities, but not some colleagues are convinced of the opposite. Regarding the communication of the heads of territorial communities, namely the Poltava City Council, with higher education institutions in the city, the votes were equally divided.

According to representatives of the Poltava City Council, the management initiates communication with institutions of higher education at least once a week.

According to the results of the survey, the majority of interviewed pedagogical workers and members of the city council are convinced of the presence of a sufficient level of skills and competencies of the head of the structure in which the respondent works, which is most likely connected with the high level of efficiency of management officials and the success of the institutions. The majority of interviewed educators and all representatives of the territorial community voted for the existence of the need to create a system of continuous education of employees. Also, most members of the city council are ready for active cooperation with education workers, as well as university workers, arguing their position with the recommendations of the managers. At the same time, only about half of Poltava city council members and educators are ready for active cooperation. As a result, the vast majority of educational workers of Taras Shevchenko Luhansk National University and half of the representatives of the territorial community of the city of Poltava claim that the

management has a sufficient level of communication with representatives of other structures.

It is worth noting that employees' understanding of the need to establish inter-structural relationships largely depends on the effective functioning of management. Since the managerial activity of managers, supported by a whole range of professional competencies, as a result, leads to an understanding of important aspects of the effective functioning of the structure, which consists in cooperation with other companies, however, it does not contribute to their implementation. In order to correct this situation, managers should create quality conditions for interstructural interaction of their subordinates and use

their own example to show the quality results of such cooperation. The manager, choosing a management style, fulfils his duties and forms his own team of specialists who care about his ideas and help their implementation. Taking into account the results of the surveys, it is worth noting that based on the positive influence of interstructural interaction, employees will become more motivated for further active actions, which will lead to the effective functioning of structures.

As a result of the conducted interviews with representatives of education and territorial communities, the following results were formed (Table 3).

Table 3. Basic personal qualities of an effective manager

No.	Personal qualities of the manager
1.	Organization and discipline
2.	Criticality of judgments
3.	Stress resistance
4.	Propensity for dialogue
5.	Readiness for risk and change
6.	Design thinking
7.	Activity
8.	Possession of teamwork skills
9.	The dexterity of thinking
10.	The desire to improve oneself
11.	The ability to highlight goals
12.	Justice
13.	Patience
14.	Tact
15.	Benevolence

The qualities were structured according to the importance given by the respondents to one or another feature of the manager's character (initially more important – later is less important, but necessary). It is important to note that it is the presence of the main qualities of the manager's personality and soft skills that contribute to positive and productive management and produce effective management of any system. It is necessary to remember that the development of relevant competencies of a managerial official is a prerequisite for increasing the efficiency of his managerial activities. It should also be noted that the basis of successful leadership is the preparation of the leader, the presence of professional skills and abilities, as well as the appropriate characterological aspects of the individual. It is worth noting that the majority of respondents do not see difficulties or problems in the establishment of relations between educational institutions and the territorial community, since, in their opinion, the existing interaction is sufficient for the effective functioning of the structures. At the same time, the respondents note the prospect of interaction between territorial communities and institutions of higher education in personal meetings and management meetings to establish effective cooperation between structures.

Summarizing, it is worth noting that in view of the results of the survey and additional comments of the

respondents, an effective manager must possess the competencies necessary for management, namely professionalism, personal and leadership qualities, as well as a constant desire for self-development, a manager must possess management skills not only in standard, but also in unforeseen situations, which will allow the development of both a specific educational institution and the educational sector in the country as a whole. Possessing the appropriate competencies, an effective head of a higher education institution or a territorial community is prone to productive cooperation, which includes the establishment of interaction between social sectors.

Discussion

In the 21st century, changes in the paradigms of modern thinking, as well as the development of technologies, require the formation of new qualities and competencies in leaders, with the help of which various structures of society will have the ability to achieve their goals, as well as improve their own capabilities. In particular, in Ukraine, at the beginning of 2023, the role of educators and representatives of territorial communities increased in connection with the state of war, but the leadership of the mentioned structures continues to make balanced and expedient decisions, which depend on the social life and functioning of the community. It is worth noting that the level of management culture of senior officials in Ukraine

depends on appropriate qualifications, the presence of necessary qualities in management, as well as knowledge, skills and management skills, therefore a significant amount of research is aimed specifically at studying the competencies of senior officials, which contribute to the establishment of cooperation in various spheres of life community.

Scientists C. Delia Davila Quintana et al. note that aspects of the manager's behaviour in the professional environment depend on the leader's education, which has a direct and indirect effect on the competencies of a specific profile [26]. The results of the researchers' work show a direct influence of the level of education of managers on the professional competencies used by them in managerial activities. Comparing this study with the results obtained at the beginning of 2023, the corresponding indicators of the level of education and the availability of professional competences were followed in Ukraine as well.

Research results of scientists R.W. Astuti et al. showed that the management style of heads of educational institutions, in particular secondary schools, significantly affects the effectiveness of teachers' work, as well as the work motivation of teachers [27]. In comparison with the results obtained during the study of the competencies of the managers of higher education institutions and territorial communities, it is worth noting that this hypothesis is fully confirmed, since, according to the results of 2023, the management style and competencies of the managers of higher education institutions of Ukraine are directly related to the results, which show their subordinates.

The cooperation of educators, in particular higher education institutions, with non-educational organizations is a means of exchanging knowledge between structures, which leads to innovative processes and development [28-30]. According to the researchers S. Ankrah and O. Al-Tabbaa, cooperation between educational institutions and non-educational institutions is an example of inter-organizational relations used for the exchange of tangible and intangible resources [31]. It is worth noting that, according to the 2023 study, the interaction between higher education institutions and territorial communities is an important aspect of the functioning and improvement of both structures, which expresses the presence of relevant competencies of management officials.

Scientists M. Perkmann et al. claim that government institutions are interested in cooperation with institutions of higher education and the active involvement of the academic community in non-educational process issues for the greater inclusion of educators in socially important processes [32]. Referring to the results of the research on the competencies of managers as a factor in the development of interaction between higher education institutions and territorial communities, it is worth noting the effectiveness of such cooperation in Ukraine and the increase in the level of social activity of both structures, in cases of cooperation.

Scientists D. Watson et al., who investigated the issue of the involvement of higher educational institutions in public activities in order to create the perspective of civic activity of educators, draw the attention of the scientific world to the importance of mobilizing human and intellectual resources of universities in solving a number of

social problems [33]. Scientists note the possibility of a significant contribution of educators to social issues on the examples of combating poverty, improving the health of the population, and restoring the quality of the surrounding environment. One should agree with the researchers because, according to the results of 2023, the active cooperation of educators with public organizations, in particular territorial communities, increases the level of education of the population and contributes to the development of self-awareness [34; 35].

Polish researcher A. Stanowicka draws attention to the fact that universities and representatives of education, in particular, leaders, play an important role in the development of human capital and the creation of economic well-being based on the education of the community, which, in turn, forms a positive image of university cities [36]. Since higher education institutions in Ukraine also offer many benefits to city authorities and city residents, it is worth noting the important potential benefits for both parties. Comparing this study with the results obtained in 2023, it should be noted the positive attitude of the participants of local authorities, as representatives of territorial communities, and educators in similar types of interaction, which is built on a positively oriented body of the management of structures.

According to the study of C. Rinaldi et al., it is worth paying attention to the contribution of universities to the joint creation of sustainable tourism destinations in cities [37]. According to the researchers, the new functions performed by institutions of higher education in cooperation with public organizations are focused on the development of society and improving the lives of local residents. It is worth noting that in Ukraine, by the beginning of 2023, representatives of territorial communities and university employees are set on active and fruitful interaction under the leadership of their own leaders, therefore the standard of living of city residents and tourists who wish to visit the capital after the end of the war should improve as a result of cooperation.

It should be noted that the management of a higher education institution or a local territorial community requires the manager to have a significant number of competencies and personal skills [38-40]. Therefore, scientists R.E. Quinn et al. note the importance of the development and use of the skills of adaptation of management officials to changes and the formation of stability in the middle of the team, which will allow uniting subordinates and stimulate interaction with external structures, which will bring positive organizational results in the future [41]. Comparing the results with the study of the competencies of managers in the conditions of the development of interaction between higher education institutions and territorial communities, it is necessary to emphasize the role of the manager in the positional views of subordinates, which is followed as a result of monitoring the competence of the manager and the level of tolerance for the cooperation of his subordinates.

According to researchers B. Akkaya and A. Tabak precisely with the help of professionalism and competence in the field of management, the manager has the ability to constantly update current and obtain relevant skills that his structure needs to adapt to new operating conditions or to enable the effective achievement of set goals [42]. The

manager must cultivate the development of his own structure, encourage employees to create and implement new ideas, and be responsible for the result [43; 44]. Comparing the research with the results of 2023, it is necessary to pay attention to the fact that representatives of higher education institutions and employees of territorial communities are inclined to constantly improve both their own knowledge, abilities and skills, as well as that of their managers [45].

It is worth noting that the effective and well-established work of local communities and, in particular, their leading officials, will ensure the productive activity of individual territories of the country, however, the current situation in Ukraine requires the establishment of synergistic relations and the construction of fruitful cooperation between higher education institutions and territorial communities, which will become a guarantee in the future effective decentralization of state administration and a basis for further development.

Conclusions

Managers constantly solve issues by managing their subordinates, both in educational institutions and in the structures of territorial communities. Possessing management skills and competencies, managers achieve their goals and rally their subordinates, putting a lot of effort into effective leadership. In this work, the system of the main indicators of the effective activity of the heads of higher education institutions and territorial communities in Ukraine for the beginning of 2023 was analysed. The work also revealed motivational mechanisms that are responsible for increasing the effectiveness of management officials.

Based on the analysis of the results of the survey of employees of Taras Shevchenko Luhansk National University and members of the Poltava City Council, as representatives of the territorial community of the city of Poltava, it is worth noting the positive attitude towards cooperation of the representatives of these institutions. The

employees of the city council and the higher education institution are convinced that their managers have the necessary managerial competencies, are determined to develop their own competencies and are ready to develop cooperation with local structures.

As a result of the conducted research, the relevant competencies of a senior official in Ukraine at the beginning of 2023 were summarized, namely, the possession of personal and leadership qualities, the desire for self-development, management skills in unpredictable situations, a tendency to teamwork and cooperation. Also, in the scientific work, it was possible to determine the main characteristics of the manager's personality. As a result of the study, the main competencies of a manager and the necessary personal qualities were structured, the main of which are discipline, criticality of judgments, stress resistance, propensity for dialogue, readiness for risk and change. It should be noted that the identified competencies of the manager have a direct impact on the development of cooperation between higher education institutions of Ukraine and territorial communities, as well as on the establishment of interaction between the above-mentioned structures.

The obtained results of scientific work can be used by scientists and researchers in the field of competencies of heads of higher education institutions and territorial communities in Ukraine. An important issue for further research is the study of the tasks of the activities of higher education institutions and territorial communities to ensure the establishment of their interaction in the future.

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Conflict of Interest

None.

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Роль управлінських компетенцій у налагодженні співпраці між закладами вищої освіти та місцевими громадами

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Анотація

Актуальність. Актуальність наукової роботи полягає у необхідності дослідження компетенцій керівників закладів вищої освіти та територіальних громад в Україні та результатів їх взаємовідносин.

Мета. Метою даної наукової роботи є визначення ключових компетенцій керівників закладів вищої освіти України у 2023 році та результатів їх впливу на розвиток співпраці між закладами вищої освіти та територіальними громадами.

Методологія. У науковій роботі використано теоретичні та емпіричні методи дослідження, а саме: опис, аналіз, систематизація, узагальнення, опитування працівників структури освіти та територіальної громади м. Полтава, а також інтерв'ю.

Результати. У результаті наукового дослідження було визначено необхідні компетенції керівника, які є передумовою ефективного управління закладами вищої освіти та територіальними громадами в Україні до початку 2023 року. Також у науково-дослідній роботі визначено основні характеристики особистості керівника та їх вплив на налагодження взаємодії між територіальними громадами та закладами вищої освіти. Структуровано основні компетенції управлінців та необхідні особистісні якості.

Висновки. За допомогою опитування вивчено позицію працівників Луганського національного університету імені Тараса Шевченка та депутатів Полтавської міської ради, як представників територіальної громади міста Полтави, щодо наявності необхідних управлінських компетенцій та особистісних якостей у керівників вищезазначених структур та їх впливу на взаємодію між структурами. Результати науково-дослідної роботи можуть бути використані науковцями та дослідниками для подальшого вивчення основних компетенцій керівників закладів вищої освіти та територіальних громад в Україні.

Ключові слова: взаємодія; ефективність; стратегічний розвиток; університет; систематизація.