study, is analyzed. The article highlights pedagogical, traditional, innovative technologies and the use of information and communication technologies at the Copenhagen University of Applied Sciences for the training of specialists in physical therapy and conditions for the implementation of their professional activities.

The analysis of the information available at websites of Danish universities and obtained from personal experience of studying at the University of Copenhagen allowed to determine a holistic picture of professional training of future specialists in physical therapy in relevant higher education institutions. As a result of the analysis of the Danish education system, it has been found that information and communication learning technologies have qualitative differences from traditional technologies. Information and communication technology tools are not a simple appendage to the existing methodological systems of education, they make significant adjustments to all components of the methodological system (purpose, content, methods, tools and organizational forms of education). Information and communication learning technologies also have significant differences due to the fact that they are based on different theoretical principles, as well as the fact that such technologies implement different learning functions, and they are implemented differently. The use of computer-based teaching aids allows to increase the amount of audiovisual information for students to learn, which in turn promotes development of their thinking, forms a system of mental actions, the ability to work independently. At this stage of development of social and economic relations, information and communication technologies can be fully considered an integral part of the educational process. Since today a certain basic level of information culture is required of each member of society, the ability to use information and communication technologies is extremely important for the polytechnic education and general preparation of students for future activities.

Key words: *pedagogical technology, vocational training, physical therapist, universities in Denmark, computer simulation of processes.*

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THE REVIEW OF THE USA UNIVERSITY GOALS-BASED RESEARCH MANAGEMENT AND ADMINISTRATION STRATEGIES TO ENSURE GROWTH, STABILITY AND RETRENCHMENT

The purpose of the study is to single out the research management and administration strategies that are used at the USA universities and evaluate their feasibility in Ukraine. The method of descriptive content analysis was applied to analyse the relevant literature sources found using the keyword-based strategy. The review process included five basic phases such as preparation, retrieval, appraisal, synthesis, and reporting. The review found three eligible strategies used in research management and administration in the USA universities. These were as follows: the strategy that is based on the Supply Chain Management concept, the strategy that is based on promoting a project management community, the strategies of internationalization: the (research-related) study abroad programs recruiting international students (as a financial source to fund the research), and internationalizing the faculty through the scholarship programmes. While evaluating the

strategies using the criteria, the experts rated the project management community-based strategy the highest (45 %), while the Supply Chain Management concept-based strategy scored the least (22 %). Concerning feasibility in Ukraine, the project management community-based strategy scored the highest technical feasibility, legal compatibility, and economical feasibility. The internationalisation strategies showed the greatest values for economical feasibility but moderate scores for other criteria. The Supply Chain Management concept-based strategy showed the largest values for technical feasibility, but the legal compatibility, economical feasibility and stakeholder benefits and ensuring competitive advantage were rated by the experts the lowest.

Key words: *higher education, USA university, research management and administration strategies, feasibility, Ukrainian research context.*

Introduction of the issue. The universities in the USA are increasingly adopt and adapt (business) organisational structures to regulate and stimulate academic research. These structures employ the strategies, in particular for research management and administration, that are related to university goals which are mostly aimed at ensuring university growth, stability, and retrenchment (Cantu, 2013; Hendriks & Sousa, 2012). Although increasingly coupled with external, non-scientific goals such as international competitiveness, usability, these strategies promote interdisciplinary cooperation along with the accumulation of financial, cognitive, and instrumental resources that allow overcoming the institutional isomorphism and take competitive advantage locally and internationally (Schützenmeiste, 2010). This study is relevant in the view of the fact that the universities in Ukraine are facing a challenge related to the emergence of new forms of management and research management, which are conservative and need updating.

Analysis of relevant research. The investigation of the research strategies for four randomly-selected American universities found that these are embedded and realised in the overall university strategy and research process (USFRSP, 2016; SP, 2019; SP, 2020; YUGS, 2019). The strategies involve development of the research infrastructure, consolidation of the financial resources to boost the scale of cross-institutional and inter- or trans-disciplinary research projects, and an increase of the institutional research capacity through focusing on the "quality" of the personnel and students. The institutional strategy documents to have been under review showed that university research strategies contain internal incentives and procedures that are aimed at strengthening the quality and/or quantity of the research and actions to improve internal communication and cooperation, in order to create stronger and more visible research. The research process is supposed to unite and benefit all university stakeholders by making research and its output an asset (see Fig. 1). Figure 1 presents a scheme of the university research process (adapted from Mintrom, 2008), which shows that the

research is increasingly becoming a complicated process that requires professional research management and administration as it is based on the allocation of functions. This is the reason why the latter is gradually becoming a prerequisite for being competitive for the universities in the USA. Best practices of the US universities in managing the university research are of significant importance for universities in Ukraine because their adoption can help them get rid of the former soviet regime-run model which is based on a separate, non-educational, government-funded entities (institutions) that carry out research on a full-time basis.

Research inputs
Fund raising & prioritizing research funding based on strategic goals
Research infrastructure building
Enhancing cross-institutional cooperation
Reducing (eliminating) research and non-research bureaucracy
Allocating research funding
Allowing greater specialisation for staff

Stakeholders

Transformations
Encouraging researcher participation in major international associations
Encouraging international scholarly exchanges and collaborations
Rewarding mentoring and teamwork
Developing systems for KPI and quality enhancement
Supporting and promoting greater student engagement in research projects

Outputs and byproducts
Monitoring performance
Developing criteria for quality of publication
Benchmarking to establish stretch goals
Stimulating research productivity and quality
Rewarding innovative scholarship, both basic and applied

Processes: teaching, administration

Product and service development
Protecting and managing intellectual property
Encouraging entrepreneurial thinking among a broad set of researchers
Supporting researcher initiatives
Promoting partnerships both internally and externally
Pursuing local and interantional market opportunities
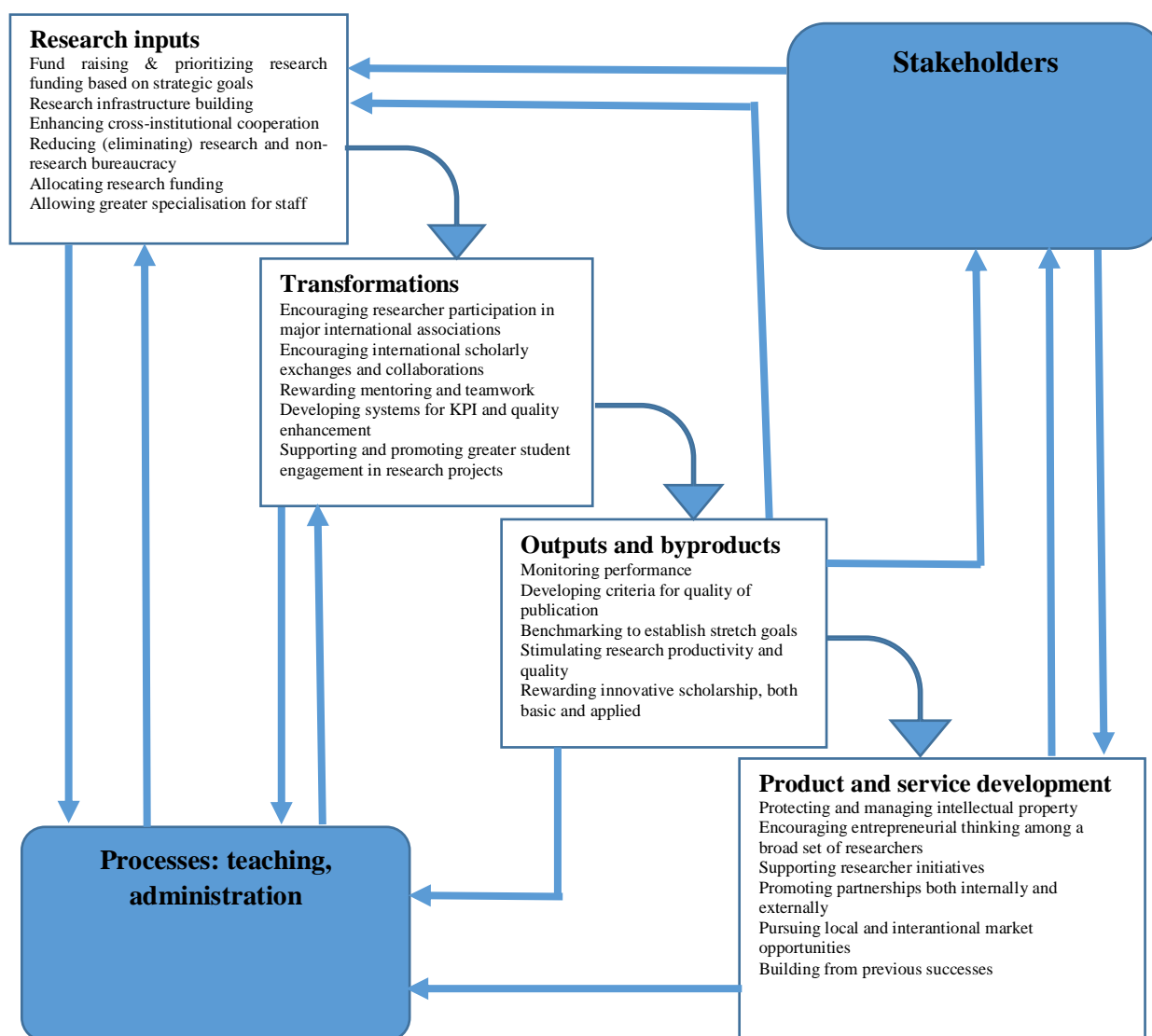Building from previous successes

Figure 1. A brief scheme of the university research process (adapted from Mintrom, 2008, p. 233-237)

The initial concept for the model was drawn from Frischmann (2005) and Lester and Piore (2004). It is designed to show the issues that the university and research administrators are supposed to deal with. The model relies on four components such as research inputs; transformations; research outputs and

byproducts; and product and service development. It illustrates the relationships of the initial research process with the other university functions and internal and external stakeholders of the university: administration, teaching, and service.

The component of research inputs includes tangible and intangible resources needed to launch the research process. This component combines both stakeholder decisions (financial, managerial, policy-related) and instructors-researchers' potential and their perception of benefits. The transition component is to consolidate the internal resources to deal with basic research puzzles which means that the idea should be transformed into a prototype or a proven solution. The research outputs and byproducts component involves the processes of consolidation, interpretation, dissemination and reflection on what has been found as a result. These component processes have reputational effects on the stakeholders, managers, and administrators. The product and service development component is aimed at applying the research-based knowledge both inside and outside the university. Kirschenmann et al. (2010) and Peters et al. (2006) opined that the questions raised in American universities such as whether to rely on research-led teaching that addresses social and economic problems or whether to focus on the transmission and advancement of knowledge emerging from pure or more basic research caused heated debates. This was related to the trend that universities of land grant type in the United States were encouraged by the government to provide the research service for the local and agricultural community (Mintrom, 2008, p. 234-235). In the above model, building stakeholder relations is of vital importance because these commonly are providers of funds on the research and can be the beneficiaries of the research outputs. Overall, the model provides the research managers and administrators with basic starting points that can help them respond to challenges and find ways to better manage the research function of the university.

The aim of the research is to single out the research management and administration strategies that are used at the USA universities and evaluate their feasibility in Ukraine.

Research methods. The method of descriptive content analysis was applied to analyse the relevant literature sources found using the keyword-based strategy. The review process included five basic phases such as preparation, retrieval, appraisal, synthesis, and reporting. The search strategy relied on the combinations of the keywords (Bethel & Rogers, 2018). This review was of a narrative type that was aimed at synthesising primary studies and evaluating them through description paying focus on what is already known about strategies of organising

and managing research at universities and addressing practice issues of it. Several search strings based on English, Russian and Ukrainian languages were used for different databases such as SCOPUS, Google Scholar, CrossRef. Below is presented the common search string.

TI and/or TW = (strategies of research administrat* at universities OR manag* of research at universities OR research policy at universities OR governance of the research at universities OR reform of the research at universities OR supervision research at universities OR inspection of the research at universities) AND AB and/or KW and/or ID (TITLE-ABS-KEY for SCOPUS) = (strategies OR manag* OR administrat* OR policy OR governance OR supervision OR reform of research at universities) AND CU = USA and/or Europe and/or Asia (WoS Categories: Social Sciences (subcategory: Education and Educational Research) And (Articles OR Reviews), Indexes: Social Science Citation Index – 1988-present).

The feasibility of the eligible strategies to be applied in Ukraine was evaluated by three experts in education and educational management using the PRIME Decisions software and based on the criteria such as a) technical feasibility; b) legal compatibility; c) economical feasibility; d) stakeholder benefits and ensuring competitive advantage. These were selected because they are used in management. The indicators for each criterion were as follows: appropriately qualified staff, and infrastructure for technical feasibility; appropriate legislation and institutional regulations for legal compatibility; loss-gain balance and long-term cost-efficiency for economical feasibility; tangible and intangible benefits for internal and external stakeholders and positive public image for competitive advantage. The PRIME Decisions tool is based on the analysis of incomplete preference information and found effective in decision making by Gustafsson et al. (2010).

Results and discussion. The review found three eligible strategies used in research management and administration in the USA universities. These were as follows: the strategy that is based on the Supply Chain Management concept (Habib & Pathik, 2012), the strategy that is based on promoting a project management community (Johnson et al., 2020), the strategies of internatio-nalization: the (research-related) study abroad programs recruiting international students (as a financial source to fund the research), and internationalizing the faculty through the scholarship programmes (Cantu, 2013). The inclination of the education institutions to use the above strategies seems to be related to the world trend of commercialization of educational services and activities. The common features for the above strategies are as follows: the promotion of cross-

institutional collaboration, consolidation of human and infrastructural resources to raise the efficiency of the research management and administration, empowering instruction-and-research personnel for broad-based action, and raising the quality of the research output along with optimisation of costs.

All singled out strategies are aimed at ensuring institutional growth, stability, and retrenchment. The strategy that is based on the Supply Chain Management concept was found to combine education and research management and administration. The strategy is supposed to eliminate the top-down planning and hierarchical decision-making at universities replacing these with flexible alliances. It increases responsiveness and cost-effectiveness. The strategy relies on three decision levels such as strategic level decision which concerns general direction, long-term goals, philosophies, and values; planning level decisions to support the strategic decisions, and operating level decisions that are immediate, short term, and low cost. It is proved to produce value-added graduates and significant research outcomes for the well-being of the society (Habib & Pathik, 2012). The strategy combines the supplied inputs, the supplied outputs and the process of the university that are aimed to work together to produce the outcomes, for example, graduates and research outcomes to the society, for example, the service consumers. The inputs to the process of the university are students and internal and external research projects in the education and research wing respectively. The outputs of the process of the university are graduates and research outcomes in the education and research wing respectively. The process of the university is the relations of the stakeholders managed by qualified staff to make them smooth and mutually beneficial.

The strategy that is based on promoting a project management community of practice is aimed at developing a professional network for project managers and strategies and initiatives that involve systems approaches to fulfilling the research. It is based on the principles of area-based collaborative research that is aimed at creating the social space for collaboration and interaction among stakeholders and society in resolving the local economic and social issues and in making policy-level decisions. The strategy works on the principles of supporting each other in solving problems, learning from each other and learning with each other. The strategy, when used by universities, is supposed to engage the power of informal communities of peers, project teams and knowledge networks. It is aimed at outsourcing the creativity and resourcefulness of the above in solving problems and inventing better and easier ways to meet their commitments. It makes it easier for the university research managers and administrators to run the research activity as they manage the separate units – project teams.

The strategies of internationalization are viewed as a resource of strengthening the institutional position of the US universities internationally. This culturally responsive strategy serves as the background for the research and knowledge exchange through the research. Due to this strategy, students, teachers, and researchers improve their content-specific and cross-cultural knowledge and skills. It raises a positive image of the host country and it provides a student with certainty that their degree will be recognized internationally and locally upon returning to their home country. The strategy promotes budgeting and fundraising for international curricular development and research grants, academic exchanges, and faculty development.

The results of the evaluation of the feasibility of the strategies of managing and administrating the research at universities in the USA are presented in Fig. 2.
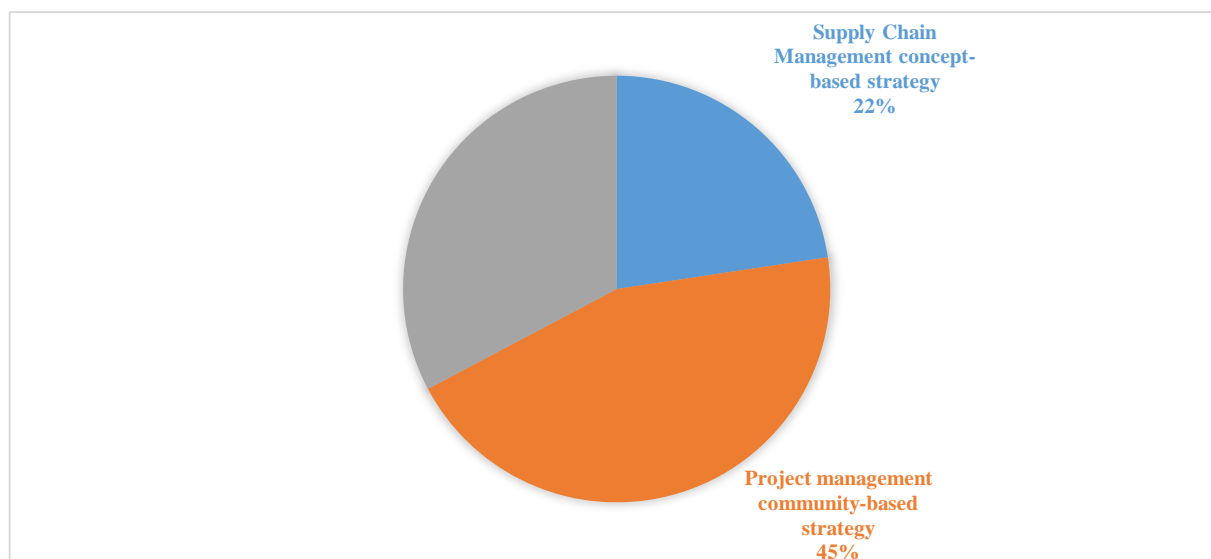

Figure 2. The results of the evaluation of the feasibility of the strategies of managing and administrating the research at universities in America

As can be seen in Figure 2, the experts rated the project management community-based strategy the highest (45 %), while the Supply Chain Management concept-based strategy scored the least (22 %).

The distribution of scores based on the criteria is presented in Figure 3.

As can be noticed in Figure 3, the project management community-based strategy scored the highest technical feasibility, legal compatibility and economical feasibility. The internationalisation strategies showed the greatest values for economical feasibility but moderate scores for other criteria. The Supply Chain Management concept-based strategy showed the largest values for technical feasibility but the legal compatibility, economical feasibility and stakeholder benefits and ensuring competitive advantage were rated by the

experts the lowest. The results yielded from the experts' rating imply that the project management community-based strategy is the most feasible for implementation in Ukraine. The internationalisation strategies have a promising potential when legislation and university research infrastructure are adjusted to comply with the international standards and the soviet-regime research-institutional system is changed. The Supply Chain Management concept-based strategy was also rated as technically feasible, though there are still issues with the legislation, finance (difficult to find investors) and stakeholders' commitment.
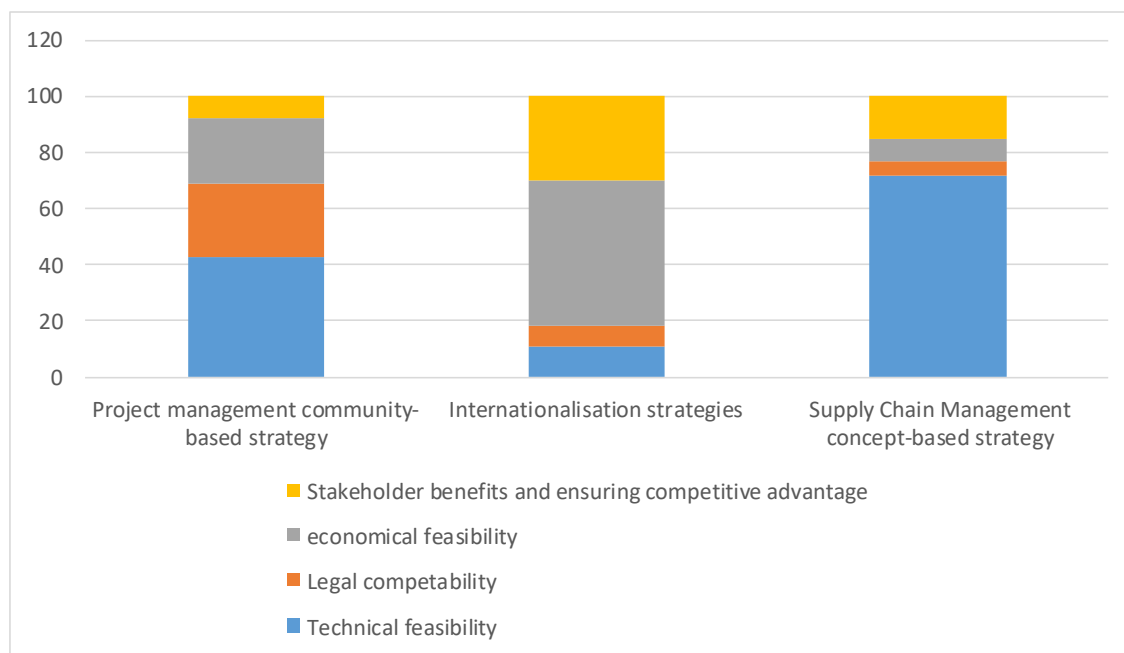

Figure 3. The distribution of scores based on the criteria

The findings from the study are consistent with the previous studies. These go in line with Habib (2011) and Loon et al. (2017) who revealed the concept, designed, and tested the Tertiary Educational Supply Chain Management model that is supposed to address the education supply chain, the research supply chain, and educational management. They found that the model provides the stakeholders involved in the supply chain with appropriate strategies to review and appraise their performance toward fulfillment of vitally significant goals, for example producing high-caliber graduates, which represents human resource contribution and high-impact research outcomes, which represents research contribution, for the betterment of the consumer, that is for the society.

The study aligns with Aubry et al. (2011) and Aubry (2012) concerning the effectiveness of the strategy that is based on promoting a project management community of practice. They consider it a mechanism of sharing knowledge reusing good practices and supporting innovative practices in the settings of the knowledge-based economy and the context of

internationalization of educational business. Importanty, Abril, and Müller (2009) emphasise the role of project management offices in addressing the issues of knowledge management through the use of the methods of capturing and validating relevant knowledge.

The results of the study support the findings of González Bonilla (2018) who defines the strategies of internationalization as a spinning process involving six main gears such as rationales, commitment, strategy, operation, monitoring and reinforcement that are employed by academic international coordinators and International Relations Office's – IRO – administrative staff to manage both education and research at universities. The study is consistent with de Wit et al. (2015) who opines that internationalization's mainstreaming is becoming dominant in the conventional research-oriented universities. According to the researcher, the rationales for institutional and governmental internationalization efforts are in long-term or immediate financial benefits; national political benefits involving security, stability, peace and ideological influence; an academic quest to meet international standards of teaching, research and service; and quality of life improvements that result from learners' socio-cultural integration. Furthermore, the education institutions in America stress the opportunities of their applied focus and strong relation to professional fields, along with wide research opportunities (Cantu, 2013; USFRSP, 2016; SP, 2019; SP, 2020; YUGS, 2019).

The above strategies well fit the initiative of the Ministry of Education and Science of Ukraine to organise and fund university science through establishing the grant programmes. It should be also mentioned that a project management community of practice is being implemented in Ukraine through a DESPRO Swiss-Ukrainian project. The project attempts not only to attract funds for local development, but to exchange knowledge, disseminate best practices, generate new ideas, and develop projects (*Attracting funding for local development,* 2020). The above correlates with the results of the experts' assessment suggesting that this strategy could be the most feasible option in accelerating research management and administration in universities in Ukraine.

Concerning the strategies of internationalisation, the results of establishing the feasibility of the strategies of internationalisation at universities in Ukraine are very similar to the conclusions of Sikorskaya (2017) who considers that the efforts of higher education institutions to internationalise are restricted by a lack of funding and a lack of strategic vision from the government. This means that best practices in terms of raising

finance, establishing cooperation and implementing these strategies can be adopted from the universities in the USA.

Conclusions and research perspectives. The review found three eligible strategies used in research management and administration in the USA universities. These were as follows: the strategy that is based on the Supply Chain Management concept, the strategy that is based on promoting a project management community, the strategies of internationalization: the (research-related) study abroad programs recruiting international students (as a financial source to fund the research), and internationalizing the faculty through the scholarship programmes. While evaluating the strategies using the criteria, the experts rated the project management community-based strategy the highest (45 %), while the Supply Chain Management concept-based strategy scored the least (22 %). Concerning feasibility in Ukraine, the project management community-based strategy scored the highest technical feasibility, legal compatibility and economical feasibility. The internationalisation strategies showed the greatest values for economical feasibility but moderate scores for other criteria. The supply chain Management concept-based strategy showed the largest values for technical feasibility, but the legal compatibility, economical feasibility, stakeholder benefits and ensuring competitive advantage were rated by the experts the lowest. Further research is needed in specifics of students' research management and administration at the universities in the USA.

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РЕЗЮМЕ

Шихненко Екатерина. Обзор стратегий менеджмента и администрирования исследований с перспективы целей американских университетов для обеспечения их роста, стабильности и оптимизации.

Целью статьи является выявление стратегий управления и администрирования исследований, используемых в университетах США, и оценка их пригодности для украинского контекста. Для анализа литературных источников, найденных с помощью стратегии поиска по ключевым словам, был использован метод контент-анализа. Процесс обзора включал пять основных этапов, таких как подготовка, поиск, оценка, синтез и отчет о результатах. Для анализа были выбраны три стратегии, используемые в управлении и администрировании научными исследованиями в университетах США. Это, в частности, такие, как: стратегия, основанная на концепции управления цепями поставок; стратегия, основанная на управлении деятельностью проектных сообществ; стратегия интернационализации: программы, связанные с научными исследованиями, которые привлекают иностранных студентов как источник финансирования исследований, и стипендиальные программы для преподавателей. Рассматривая стратегии с использованием определенных критериев, эксперты оценили стратегию, основанную на управлении деятельностью проектными сообществами, выше, чем другие (45 %); низшую оценку получила стратегия на основе концепции управления цепями поставок (22 %). Что касается целесообразности их применения в украинских высших учебных заведениях, то стратегия управления деятельностью проектных сообществ, по мнению экспертов, имеет высокий потенциал для технической

реализации и экономическую целесообразность, а также соответствие правовым нормам. Стратегия, основанная на концепции управления цепями поставок, показала наибольшие значения с точки зрения критерия технической целесообразности, однако получила низкие оценки экспертов по критериям соответствия правовым нормам, экономической целесообразности и учета интересов стейкхолдеров, а также обеспечения конкурентных преимуществ.

Ключевые слова: *высшее образование, университет США, стратегии управления и администрирования исследований, целесообразность, украинский контекст исследований.*

АНОТАЦІЯ

Шихненко Катерина. Огляд стратегій менеджменту і адміністрування досліджень з перспективи цілей американських університетів для забезпечення їхнього росту, стабільності та оптимізації.

Метою дослідження є виокремлення стратегій управління та адміністрування досліджень, які використовуються в університетах США, та оцінка їхньої доцільності використання в Україні. Для аналізу літературних джерел, знайдених за допомогою стратегії пошуку за ключовими словами, був використаний метод контент-аналізу. Процес дослідження включав п'ять основних етапів, таких як підготовка, пошук, оцінка, синтез та представлення результатів. Огляд виявив прийнятні стратегії, що використовуються в управлінні та адмініструванні наукових досліджень в університетах США. Три з них аналізуються в статті, зокрема такі, як: стратегія, яка базується на концепції управління ланцюгами поставок; стратегія, в основі якої покладено концепцію управління діяльністю проєктної спільноти; стратегія інтернаціоналізації, що передбачає реалізацію освітніх програм із науково-дослідною складовою, до яких залучають іноземних студентів як джерело фінансування наукових проєктів, та запровадження стипендіальних програм для викладачів. Під час оцінювання стратегій за визначеними критеріями стратегія управління діяльністю проєктної спільноти була оцінена експертами найвище (45 %), а стратегія, що спирається на концепцію управління ланцюгами поставок, найнижче (22 %). Що стосується доцільності в Україні, стратегія управління діяльністю проєктної спільноти має найвищу оцінку щодо можливостей технічної реалізації, економічної доцільності й відповідності правововим нормам. Стратегія, заснована на концепції управління ланцюгами поставок, показала найбільші значення щодо можливостей технічної реалізації, проте за іншими критеріями, такими, як відповідність правовим нормам, економічна доцільність та узгодженість із інтересами стейкхолдерів, а також забезпечення конкурентних переваг, експерти оцінили її найнижче.

Ключові слова: *вища освіта, університет США, стратегії управління й адміністрування досліджень, доцільність, український контекст досліджень.*