THE ROLE OF EUROPEAN INTEGRATION IN INNOVATION MANAGEMENT IN HIGHER EDUCATION

РОЛЬ ЄВРОПЕЙСЬКОЇ ІНТЕГРАЦІЇ В УПРАВЛІННІ ІННОВАЦІЯМИ У ВИЩІЙ ОСВІТІ

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This article delves into the strategic imperative for Ukrainian higher education institutions (HEIs) to align with the European Education Area (EEA), a process underscored by the Ukrainian Strategy for the Development of Higher Education for 2022–2032. The integration into the EEA promises manifold advantages for Ukrainian education, economy, and society, including adherence to European standards, accreditation recognition, and expanded opportunities for students and educators. This paper conducts a comprehensive analysis of recent research and publications, highlighting the need for innovation in higher education to enhance the competitiveness of Ukrainian science in the European context. The article stresses the role of HEIs in forming an innovative infrastructure that interlinks their internal structure and external relations, thereby enhancing educational outcomes. The article identifies key unresolved issues, including the systematic and purposeful process of educational innovation required for effective integration into the EEA. The paper sets objectives focused on creating conditions for seamless integration into European educational standards and approaches. It also presents a detailed analysis of the European experience in innovation, highlighting various programs and areas that aid in the integration of European higher education. Furthermore, the article discusses the negative factors impacting innovation management in Ukrainian universities due to European integration, ranging from funding discrepancies to the impact of war. Conversely, it also outlines the strengths of Ukrainian universities, such as their resilient adaptability and strong STEM foundations, which can be leveraged in the context of European integration. In conclusion, the paper argues that the integration of Ukrainian higher education into the EEA is a strategic step that requires a comprehensive and systematic approach. It calls for future research to analyze the synergies and discrepancies between European and Ukrainian educational standards and to examine international risk management practices in educational governance.

Keywords: European integration, innovative development, Ukrainian higher education institutions, higher education, innovation management**.**

У статті розглядається стратегічний імператив для українських закладів вищої освіти (ЗВО) – наближення до Європейського освітнього простору (ЄОП), що підкреслюється Стратегією розвитку вищої освіти в Україні на 2022–2032 роки. Інтеграція до ЄОП забезпечить переваги для української освіти, економіки та суспільства, включаючи дотримання європейських стандартів, визнання акредитації та розширення можливостей для студентів і викладачів. У цій статті проведено аналіз останніх досліджень і публікацій, що підкреслює необхідність інновацій у вищій освіті для підвищення конкурентоспроможності української науки в європейському контексті. Підкреслюється роль ЗВО у формуванні інноваційної інфраструктури, яка пов'язує їхню внутрішню структуру та зовнішні зв'язки, тим самим покращуючи освітні результати. Проаналізовано управління інноваціями в освіті, представлено аналіз європейського досвіду в імплементації інновацій у вищій освіті, висвітлено різні програми та напрями, що сприяють інтеграції європейської вищої освіти. Визначено ключові невирішені питання, серед яких систематичний і цілеспрямований процес освітніх інновацій, необхідний для ефективної інтеграції в ЄОП. Завданням статті є вивчення умов для безперешкодної інтеграції з європейськими освітніми стандартами і підходами. У ній також представлено аналіз європейського досвіду в галузі інновацій, висвітлено різні програми та напрями, що сприяють інтеграції європейської вищої освіти. Крім того, у статті обговорюються негативні чинники, що впливають на управління інноваціями в українських університетах у зв'язку з європейською інтеграцією, починаючи від розбіжностей у фінансуванні і закінчуючи впливом війни. З іншого боку, вона також окреслює сильні сторони українських університетів, такі як їхня стійка адаптивність і

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міцні основи STEM, які можуть бути використані в контексті європейської інтеграції. У висновках дослідження стверджується, що інтеграція української вищої освіти в ЄОП є стратегічним кроком, який вимагає комплексного і системного підходу. Вона закликає до подальших досліджень для аналізу синергії та розбіжностей між європейськими та українськими освітніми стандартами, а також для вивчення міжнародних практик управління ризиками в освіті.

Ключові слова: європейська інтеграція, інноваційний розвиток, заклади вищої освіти України, вища освіта, управління інноваціями.

Statement of the problem. Modern higher education institutions must adhere to principles ensuring quality, scientific rigor, and global market integration. A critical contemporary goal is integrating Ukrainian higher education into the European educational space, as outlined in Ukraine's 2022–2032 Higher Education Development Strategy [10]. Ukraine's entry into the European Education Area (EEA) offers significant benefits for its education system, economy, and society. Joining the EEA enhances Ukrainian education through adherence to European standards, improving educational quality and international competitiveness. It allows Ukrainian institutions to accredit programs in the EU, facilitating diploma recognition in Europe. Additionally, Ukrainian students gain opportunities to study at European universities under European standards and obtain European diplomas. This move also broadens prospects for Ukrainian educators and researchers in international arenas.

Analysis of recent research and publications. The innovative activities of higher education institutions should ensure the competitiveness of Ukrainian science in the context of European integration, especially given the martial law and the post-war period. O. Otych emphasizes that science in universities should be implemented in accordance with the model "education – science – business" [8]. K. Horash refers to the main areas for scientific research: energy, transport, agriculture, medical equipment, ecology and information technology. In addition to these areas, it is possible to determine the importance of the value factor [1]. The innovative activities of higher education institutions are based on the need to form values in students, such as democracy, dignity, tolerance, national orientation and intercultural education [3]. Innovation involves several elements, including the creation and execution of educational initiatives, the adoption of inventive teaching techniques, and the establishment of an environment conducive to fostering and executing educational advancements [1].

To foster innovation in higher education, a structured process management system is essential. O. Kondur emphasizes the creation of an innovation management framework to support higher education institutions' innovative growth. This system focuses on three main innovation domains: educational enhancements (curriculum updates, adoption of novel teaching methods), managerial improvements (enhancing administrative structures, automating processes, and optimizing operations), and ideological advancements (engaging in national/international programs, collaborating with employers, and crafting effective marketing strategies). These initiatives aim to enhance institutional quality and competitiveness [5, p. 385].

T. Klochkova suggests that to ensure a country's sustainable development, it's crucial to recognize the significance of society's intellectual potential and knowledge. Drawing inspiration from the UK, she argues that the best approach for higher education institutions' management is to incorporate a risk management system into their corporate governance practices [4, p. 226].

The adoption and execution of managerial innovations in educational institutions depend on the chosen model by the institution's leader. V. Sipchenko and V. Klymova emphasize that this model should encompass diagnostic and monitoring elements to guarantee effective innovation management [9]. They assert that managing innovation processes should be seen as a system that oversees the integration of all education system components while introducing new management functions.

An essential element for innovation implementation is the establishment of an innovative infrastructure. This infrastructure acts as a resource foundation to achieve innovative educational outcomes, encompassing both the internal workings of the higher education institution and its external relationships. Within this dynamic, the university takes on various roles: generating innovative knowledge to foster educational and economic development; modernizing educational content and enhancing research capabilities; ensuring students' education aligns with practical needs and professional requirements; and facilitating

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employee retraining through innovative interinstitutional structures to engage them in innovation and growth [4, p. 13].

Identification of previously unresolved parts of the overall problem. Introducing educational innovations in higher education should be a deliberate and coordinated effort with a clear objective: aligning the Ukrainian higher education system with the European Education Area. This entails purposeful actions to implement changes that harmonize educational standards.

Formulation of the objectives of the article. In pursuit of this objective, innovations should facilitate the seamless integration of European education standards and approaches within higher education institutions. This process must be strategic, not haphazard, considering the unique features of the Ukrainian system.

Changes in these institutions should focus on updating curricula, establishing international exchange initiatives, supporting research aligned with European scientific community needs, and enhancing the international competitiveness of higher education institutions.

Summary of the main research material. The European experience of innovation can be characterized as the application of a set of programs and areas within which the integration of European higher education is developing. This complex can be presented in the form of a table showing the main types of scientific and educational activities funded in Europe, and thus identifying the priority areas of education and science.

These components play a vital role in European higher education integration and significantly influence how universities handle innovation,

Table 1

Impact of European Integration on Innovation Management in Ukrainian Universities

Element	Description	Impact
Erasmus+ Programme	A European Union initiative that supports education, training, youth, and sport in Europe, offering opportunities for students, staff, and institutions.	Facilitates the exchange of ideas and best practices, enhances cross-cultural collaboration, and fosters a diverse and inclusive environment for innovation.
Bologna Process	An agreement by European ministers of education to ensure comparability in the standards and quality of higher-education qualifications.	Promotes standardization and quality assurance in higher education, leading to more collaborative and innovative educational methods and research.
Horizon Europe	The EU's key funding programme for research and innovation with a budget of 95.5 billion euros	Provides substantial funding for cutting-edge research, encouraging innovative projects and collaborations among universities and between academia and industry.
European Higher Education Area (EHEA)	An area where higher education systems are made more compatible and comparable, and students and graduates can move freely between countries.	Encourages internationalization of curricula, leading to more innovative teaching methods and research approaches.
European University Alliances	Networks of universities across Europe that collaborate on education, research, and service to society.	Facilitates joint research projects and interdisciplinary collaborations, driving innovation in academic practices and university management.
Marie Skłodowska-Curie Actions	EU-funded research fellowships for researchers at all stages of their careers, regardless of nationality.	Promotes international, interdisciplinary, and inter-sectoral mobility of researchers, thereby enhancing the innovative capacity of universities.
European Research Area (ERA)	A unified research area open to the world and based on the internal market, enabling researchers, research institutions, and businesses to move, compete, and cooperate across borders.	Strengthens scientific collaboration and competition, thereby enhancing the innovative output of universities.

Source: own research

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promoting cooperation, standardization, and global involvement.

The primary responsibility of each university is to identify the necessity for innovation and assess its relevance to current challenges. Managing innovation should involve forecasting anticipated changes and anticipating potential adverse effects stemming from innovations [9, p. 144]. Ukrainian higher education institutions face several detrimental factors that could impact the management of educational and scientific innovations.

Table 2 provides a detailed summary of challenges, referred to as negative factors, stemming from European integration, which have a substantial impact on innovation management within Ukrainian universities. These factors are concisely outlined to underscore their particular effects on Ukrainian universities' capacity to promote innovation.

In the process of implementing innovations, mechanisms for driving innovative changes are shaped, considering both the mentioned challenges and the advantages of the university's unique educational and scientific environment for innovation application. Management decisions aim to judiciously deploy educational

innovations and create conditions for their advancement [9, p. 144]. To achieve its strategy for European scientific integration, the university must develop a national research system compatible with international funding, integrate innovations into industry, and seek diverse economic support due to a lack of direct industry funding. Establishing technology parks, clusters, and venture funds is vital but limited in Ukraine, where research funding mainly comes from the Ministry of Education and Science and the National Research Foundation.Every university must evaluate the potential advantages and risks associated with adopting a specific innovation, considering its internal strengths and weaknesses. This approach enables universities to promptly identify new development prospects, enhance both short-term and long-term planning, and minimize the repercussions of unfavorable decisions [4, p. 230].

Table 3 outlines the strengths that Ukrainian universities possess concerning their integration into European higher education.

Ukrainian universities possess distinct strengths that make them key players in the ever-evolving landscape of European higher education integration. Their notable flexibility

Table 2

Negative Factors of European Integration Impacting Innovation Management at Ukrainian Universities

Factor	Description
Funding Discrepancies	European integration often comes with stringent funding criteria and competition, which can disadvantage Ukrainian universities due to different economic and infrastructural backgrounds.
Administrative Complexity	The integration process may involve navigating complex EU regulations and administrative procedures, which can be challenging for Ukrainian universities, potentially slowing down innovation processes.
Over-Reliance on EU Frameworks	Dependence on European models and standards might stifle local innovation by prioritizing alignment with EU norms over the development of unique, locally-relevant innovations.
Language Barriers	Integration necessitates a greater use of foreign languages (primarily English), which can be a barrier for some faculty and students, impacting their ability to participate fully in innovative projects.
Technological Gaps	Differences in technological infrastructure and digital readiness between Ukraine and EU countries can hinder effective collaboration and integration of innovative practices.
Intellectual Property Concerns	Harmonizing intellectual property laws with EU standards might pose challenges for Ukrainian universities in terms of compliance and protection of their own research outputs.
War Impact	The conflict in Ukraine disrupts academics, moving students and teachers, impacting education and research quality. It creates instability, hindering innovation. Travel restrictions on men limit international knowledge exchange and collaboration, further obstructing innovation management in Ukrainian universities.

Source: own research

Table 3

Strengths of Ukrainian Universities in European Higher Education Integration

Strengths	Description
Resilient Adaptability	Ukrainian universities have demonstrated a strong ability to adapt to changing circumstances, including rapid shifts in educational and research priorities, which is crucial in the dynamic landscape of European integration.
Diverse Academic Offerings	With a rich history in various academic disciplines, Ukrainian universities offer a wide range of programs that can contribute to and benefit from diverse European academic collaborations.
Strong STEM Foundations	A historical emphasis on science, technology, engineering, and mathematics (STEM) fields positions Ukrainian universities well for contributing to and leading innovative research and projects in these areas.
Cultural and Linguistic Diversity	The cultural and linguistic diversity within Ukraine enriches its academic environment, fostering a broader perspective and creative approaches in innovation management.
High-Quality Research Output	Despite challenges, Ukrainian universities maintain a reputation for high-quality research, particularly in fields like aerospace, agriculture, and energy, which are pivotal in European collaborative projects.
Cost-Effective Education and Research	Ukrainian universities offer cost-effective education and research opportunities, which can be an attractive proposition for international collaborations and joint projects within the European framework.
Emerging IT and Tech Hub	Ukraine's growing reputation as an IT and tech hub, particularly in areas like software development and cybersecurity, provides a strong foundation for innovation and technology transfer in academic settings.

Source: own research

allows them to actively engage and adapt to the shifting priorities in European education and research. With a broad spectrum of academic disciplines rooted in Ukraine's rich history, these institutions offer a strong foundation for productive collaborations with European counterparts. Emphasizing Science, Technology, Engineering, and Mathematics (STEM) fields further enhances their capacity to lead and contribute to innovative projects in line with European academic initiatives. The cultural and linguistic diversity within these universities fosters a vibrant academic atmosphere, contributing to broader perspectives and creative approaches to innovation management, aligning well with European higher education values.

Despite challenges, Ukrainian universities maintain a commendable reputation for high-quality research, especially in crucial domains such as aerospace, agriculture, and energy. This research excellence positions them as valuable partners in European collaborative ventures, contributing to the advancement of shared knowledge and innovation. Furthermore, the cost-effectiveness of education and research in Ukrainian universities adds a practical dimension to their appeal, making them an attractive choice

for international collaborations, consistent with the economic considerations often associated with European academic initiatives.

Ukraine's burgeoning status as an IT and technology hub, notably in software development and cybersecurity, further reinforces its role in European integration. This technological proficiency forms a solid basis for innovation and technology transfer within the academic sphere.

Ukrainian universities possess a versatile array of strengths, including adaptability, diversity, research excellence, cost-effectiveness, and technological proficiency, which seamlessly align with the collaborative and innovative objectives of European higher education integration. They are well-equipped to make substantial contributions toward advancing education, research, and innovation within the European context.

A contemporary innovative university is characterized by its community – comprising educators, researchers, students, and post-graduates – who can independently conceive and implement innovations. The university's competitiveness hinges on ensuring education quality, achieved through effective innovation management [7, p. 202]. Establishing a unified integrated information environment,

encompassing infrastructure, software, hardware, methodologies, and procedures, emerges as a pivotal factor in a university's innovative evolution. This includes enhancing individualized learning experiences, offering international educational programs, facilitating English-language education, introducing diverse educational formats, integrating internal and external university structures, and crafting a modern educational milieu for the holistic development of students' professional and personal skills.

Conclusions. The exploration of the evolving landscape of higher education in Ukraine underscores several key conclusions, highlighting the imperative of aligning Ukrainian higher education with the European Education Area (EEA). This alignment, while presenting challenges, offers an opportunity to elevate the standards and global standing of Ukrainian education.

The analysis establishes that integration into the EEA is a strategic step towards elevating the quality and competitiveness of Ukrainian higher education. Aligning with European education standards opens doors for international recognition of Ukrainian diplomas and fosters cross-border educational and research collaborations. The heart of competitiveness in higher education lies in innovative capabilities. This requires a blend of education, science, and industry, focusing on key research areas such as energy, transport, and information technology, and embedding values like democracy and tolerance into the educational ethos.

A systematic approach in implementing and managing innovations is essential. The development of an innovation management system that integrates educational, managerial, and ideological innovations ensures the quality and global competitiveness of higher education

institutions. Incorporating risk management systems into the governance structures of educational institutions, inspired by international best practices, is crucial for effective management and sustainability of innovation.

Establishing a robust innovative infrastructure, both internally and externally, is crucial. This infrastructure should foster innovative knowledge, modernize educational content and methodologies, and ensure the practical relevance and professional applicability of educational offerings. The path to integration with the EEA presents challenges, including funding discrepancies and administrative complexities. However, Ukrainian institutions possess strengths such as resilient adaptability, a rich diversity of academic offerings, and a strong foundation in STEM fields, which must be strategically leveraged.

A strategic and cautious approach to innovation involves a thorough assessment of the potential impacts of each innovation, understanding the unique strengths and weaknesses of institutions, and ensuring readiness for change before implementation. Focus should be on the long-term objectives of developing a national scientific research system that aligns with international educational funding programs and enhances collaboration across various economic sectors, necessitating a multifaceted approach to research funding and the creation of conducive environments for innovation.

To deepen Ukrainian higher education's integration into the European Education Area (EEA), future research should focus on analyzing synergies and discrepancies between European and Ukrainian standards to guide effective integration frameworks; and examining international risk management practices in educational governance to offer practical solutions for Ukrainian institutions.

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