

INNOVATIVE ACTIVITY, MEANS OF INSTITUTIONAL DEVELOPMENT IN PRE-UNIVERSITY EDUCATION

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Abstract. The current issue of the changes taking place in educational field has turned the innovative activity into a necessity risen by the need of finding out the best solutions with long-term effects. This activity can be realized through innovative technology which allows school managers to take right decisions in due time. Innovative activities and innovative technology alongside with proper innovation and decision make up the key for success in education.

Keywords: innovation, innovative technologies, innovation activity, innovative decision, management.

ACTIVITATEA INOVAȚIONALĂ, MIJLOC DE DEZVOLTARE INSTITUȚIONALĂ ÎN ÎNVĂȚĂMÂNTUL PREUNIVERSITAR

Rezumat. Problematika contemporană, datorată schimbărilor din domeniul educațional, face din activitatea inovațională o necesitate în găsirea celor mai bune soluții cu efecte pe termen lung. Această activitate are ca mijloc de realizare tehnologia inovațională, care permite managerilor instituțiilor de învățământ să ia decizii corecte într-un timp util. Activitatea inovațională și decizia inovațională reprezintă cheia succesului în educație.

Cuvinte-cheie: inovație, tehnologii inovaționale; activitate inovațională; decizie inovațională, management.

The complexity of problems that arise in a world where rapid change governs all areas of activity, including the educational one, requires a correct and rapid solution for medium and long term. In this context, the innovation activity is a means of achieving the development of the educational institution.

In DEX, innovational activity is defined as „making a change, introducing novelty into a domain, into a system, to renew, introduce, adopt, promote, innovation”.

The innovative activity - the complex activity of creation, elaboration, valorization and expansion of the new institution - is the means of achieving the pre-university institution's development. It includes innovations: the processes of cooperation with students, teachers, parents - society; Technical-material, informational, methodical conditions; socio-psychological insurance.

Innovative work is likely and qualitative, it differs from other types of activity and requires adequate monitoring.

The monitoring of innovation activity in pre-university education, its effectiveness and its quality depends on the correctness of the guidelines, the content and the organizational structure of management, the optimal combination of the methods, means, forms, organizational mechanisms of the institution's management, making correct decision on the implementation of the innovations.

There are thus sufficient grounds for developing innovative, managerial technology. Through innovative management technology, they understand all the means of routing, used rationally to achieve the purpose and functions of conducting innovation.

Innovation Managerial Technology (TIM) will refer to the scheme proposed by Tretyakov PI, and adapted by L. O. Kohttkova, [3, pp. 31-32].

1	Formulating the institution's goal of development
2	Diagnosing
3	Analysis of problems and contradictions in the activity of the educational institution, the search
	Solutions to innovation
4	Searching for the new one, which would help solve the problems
	Deciding on the use of innovation and its development in the institution Activity Planning: - analytical reasoning and development of the innovation approval program - elaboration of a complex program that will consist of the stage of organization and realization, - the final result of the activity, the time needed to achieve it, ensuring favorable conditions - elaborating the research project to solve the problem
5	Organization of innovation exploitation. The distribution of functional, the rights and duties of all subjects, the organizational structure that would ensure optimal direction of innovation activity, creation of successful situations, motivation positive, stimulating the activity of the team, choosing the instrument, finding the ways and the conditions for increasing the efficiency and quality of the pedagogical process
6	Controlling and analyzing the activity of the subjects involved in the realization of innovation
7	Achieving the goal, obtaining the result and the product of the activity

The investigation of the results of the innovation activity in the management of the institution in the opinion of the same author takes place through monitoring as a form of collecting, cultivating and popularizing the information about the activity of the pedagogical system, which ensures a permanent follow-up of the development situation and prognosis.

It is significant to highlight the criteria and the exponents of the result of the monitoring and effectiveness of conducting the innovation activity: [3, pp. 32-34].

Table 1. Monitoring innovation activity

Nr	Criteria for Effectiveness of Driving Innovation Activity	Exponents
1	Providing with staff, the professional and psychological training of the pedagogical team for the innovation activity	<ol style="list-style-type: none"> 1. Characteristics of the teaching staff (internship, teaching degree, etc.) 2. Participation of teachers in experimental, research work. 3. Difficulties in the professional and innovative domain 4. Modernizing traditional forms of work and using new ones 5. Acceptance, support, interest in planning innovations 6. Favorable moral-psychological climate
2	Preparing the team for change, institution development	<ol style="list-style-type: none"> 1. The health status of contingent pupil 2. Teacher training level 3. Student level of education 4. Psychological preparation for change in the institution
3	Preparing the parenting team for innovative work	<ol style="list-style-type: none"> 1. Characteristics of families (social composition, living standards and education) 2. Level of psycho-pedagogical training. 3. Parents' participation in the activity and management in the institution 4. Parents' support for the chosen innovation direction
4	Scientific and methodological assurance of innovation activity	<ol style="list-style-type: none"> 1. The experimental plan, the program package, the didactic and methodical materials 2. Correspondence of the content of innovation with the state standard and with the concept of development of the educational institution
5	The correspondence of the normative-legislative base with the content of the innovation activity	<ol style="list-style-type: none"> 1. The normative and legislative documents governing the innovation activity (international, republican, municipal) 2. The existence of the concept of the Development Program, the research base of the innovation activity monitoring.
6	Technical-material and	<ol style="list-style-type: none"> 1. Level of insurance with methodical, scientific

	economic-financial insurance	literature, newspapers, specialty journals 2. Correspondence between sanitary and hygienic requirements, fire prevention requirements 3. Sources of funding 4. Physical and moral stimulation of teachers
7	Creating the social partnership system	1. Interaction of the pre-university institution with the existing social environment 2. Creating partnerships with public and social organizations 3. The interest of the social and public institutions towards the activity of the institution 4. Joint activities of the school and various organizations
8	Ensuring and quality of innovation activity	1. The normative-legislative basis of the innovation activity 2. Author's programs, scientific papers, articles in the press, speeches at scientific-practical conferences, seminars, participation in exhibitions of achievements and development of innovative activity

Of course, the field of education is one of the most innovative areas, which ensures the effectiveness of the innovation activity in other spheres, ensures an innovative climate and competitiveness in the economy in general, "remarks A.E. Abramashin. In other words, the character, the speed of implementation and the effectiveness of the innovation processes in different branches of the economy depend, according to the author, on the character and effectiveness of the innovation activity even in school [5]. At the basis of the development of the new education system, the author points out the contemporary information technologies. An important feature of the innovative management of education is the application of these technologies, which are followed by radical changes in pedagogical managerial methodology. Currently, the arsenal of technological means is quite diverse, it is developing rapidly [4, p.116].

Basic technologies that are actively involved in managerial activity and extend the scope of use include Internet technologies, e-mail technologies, computerized programs, Web-technologies, etc. T.П. Molchianova notes that, in connection with the use of modern computerized information technologies, educational changes make essential changes in the work of the teacher, the manager. [Apud 6, p.123].

The most used Web 2.0 technologies as a support mechanism for the preparation and realization of didactic materials, the assessment and analysis of the pedagogical

evolution, the realization of the informative and formative presentations, the time planning, the timetable and the calendar of activities, the development of collaborative projects, many leading to Focusing on the participant are: blogs, wikis, collaborative bookmarking systems, podcasting.

More and more such technologies are used / integrated into traditional, but also continuous or on-line education. The likelihood that an educator / manager / tutor / trainer will adopt Web 2.0 and, at the same time, a change in his didactic management strategy is closely related to the attributes of new technologies:

- cost reduction;
- flexibility in the choice of technologies;
- easier and faster access to information exactly when and where it is needed
- integration of a variety of web technologies into activity;
- extensive information and collaboration opportunities through social bookmarking / collaborative bookmarking services;
- controlling access to resources by authenticating users;
- sharing shared experiences - blogs, wikis, flicker;
- platform independence - only a computer with internet browser and network connection is enough;
- compatibility with the elements of the educational environment and the existing contextual dynamics;
- low level of complexity in use - Minimal Internet skills;
- flaws in continuous use over a long period of time;
- redistribution of effort, so that less time and energy is consumed in search and management of information.
- increasing the number of ways of using and the heterogeneity of teaching practices and types of training due to the diversity of new technologies;
- testability in already existing managerial practices, without major changes in the current operational mode;
- major focus on introducing innovation rather than technology as such;
- creating digital content;
- the attractiveness of materials by combining the image with the sound, etc.

Consequently, the adoption of new Web technologies by managers is susceptible to:

- allow access to wider and more varied sources of information and knowledge;
- cause a considerable increase in documentary research;
- provide opportunities for introducing new learning situations;
- shift the emphasis from teaching to learning;
- promote independent work, creativity, creativity;

- to stimulate cooperation and dialogue by integrating collaborative Web-specific environments;
- develop managers' autonomy and flexibility;
- to harmoniously combine individual and social learning.

E-learning technologies use interactive media methods and resources (simultaneous transmission of text, graphics, computer programs, animation, video, voice-over and stereo sound, as well as virtual reality worlds). The use of eLearning technologies allows user interaction, computer control, and can be used effectively in management, education and training. Sophisticated computer hardware and software is available to produce high quality, flexible and cost-effective materials.

In the practice of conducting the educational institution, the technology of the project teams is used. The small team, as an organizational culture element, has major possibilities, namely the team working method, which enables us without any special material expenses to achieve success in the development of each personality. A team-mate pedagogue favors the opinion of another as a result of this activity may be the creation of a system of progressive values, which ensures the prediction of the development of the educational institution.

The implementation of creative coalition technologies allows for the creation of mobile groups to solve practical tactical-operative problems that solve problems that arise during the activity process. These are: the Scientific-Methodological Council, the Innovation Laboratories, and the Experimental Council, which interacts with these groups.

Through the technology of research, the manager of the pre-university institution can achieve the transfer at a new level, generalization level of the pedagogical experience. The product of this activity can be: the magazine of the institution, the portfolio. Innovative technologies used to improve the management of the pre-university institution include: strategies, techniques, managerial methods such as, for example, the following: • Goal management method; • Project management; • Budget management; • Innovation management; • Dashboard; • Matrix of discovery; • KAIZEN strategy; • The suggestion system; • The PEVA Plan - Deming's Cycle; • REENGINEERING; • The DataArt method; • Goal Deployment Method; • The Taguchi method; • The Kipling method; • Brainstorming technique in reverse; • Technique „Why do what I do?"; • The technique of noting ideas during sleep.

Therefore, a well-determined, motivated programmed management is based on the fact that the manager of the pre-university institution detracts from what is good for the subordinates, what are their needs. The realization of the motivational behavior in the managerial activity of the institution creates favorable conditions for the formation and development of the innovation processes in the management and the educational institution.

Conclusions

Innovative management technologies lead to the renewal of the managerial activity of the head of the pre-university institution, which has an innovative character. *The new managerial-innovative activity of the head of the pre-university institution was introduced - this is the activity of the subject of creation, elaboration, assimilation of the innovations in the content of the managerial functions, the methods used, the organizational structure, the implementation of the innovations technologies in practice, Management and institution development.* The concept formulated by the innovative managerial activity is of a general nature and is accepted for the characterization of the activity of the manager of the educational institution.

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