

MANAGING THE ACTIVITIES OF CREATIVE FACULTY STAFF

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Abstract: This paper discusses staff management at the creative faculty; a special emphasis is made on the specific features of creative activity and professional education in the field of arts. It describes the key factors influencing development of the educational unit at university which is in charge of creative professional training of students. The purpose of this research is to reveal the major problems related to management, and the distinct aspects of organizing the work of creative faculty in the modern conditions. This research helped to define the possible ways to solve the outstanding problems; the roadmap was created outlining the events aimed at the development, improvement and enhancement of the faculty activities; the faculty development strategy was proposed.

Keywords: creative faculty, management, culture, art, development, strategy.

1 Introduction

For mastering any activity from the world of arts of crucial importance is practical experience of bringing creative ideas into life. The educational process begins, most often, from the childhood. It should be continuous, as it is connected not with gradual mastering of this or that science (from fundamental to particular knowledge), but with purely practical sensual, physical and intellectual comprehension of essence of the mastered art, unleashing of psychophysical possibilities of personality, training of the body and mind, development of complex psychophysical qualities of a student which are crucial for self-fulfillment in the chosen profession.

This research is highly relevant for the below reasons: the modern conditions for development of the educational system, including development of the faculty, depend on the socio-economic factors (Colbert, 2004), including the increasing competitiveness of educational programs, their economic feasibility, but creative training and creative specialties have a number of specific features, due to which team management acquires its distinct features (Pililyan, 2007). In order to stay in line with the modern requirements and socio-economic conditions (Chizhikov & Chizhikov, 2003), the smooth and logical functioning of the faculty and the team become the goal. The specificity of professional education in the field of art manifests itself already during admission of applicants, where the results of the unified state examination are the necessary, but not the only eligibility criterion. Applicants pursuing creative specialties and fields of training are offered creative tests in addition to the unified state examination. When it concerns the field of art, these are such tests which help to assess the creative abilities and predict the success in acquiring the future profession (Kanov, 2009).

2 Literature Review

Problems in managing the activities of university faculties are highly relevant and are extensively discussed. In addition, many papers present the research results related to analyzing the effectiveness of managing the educational units at university.

A. Ya. Kibanov (2005) describes the basics of human resource management. N. G. Sinyak and S. A. Kasperovich (2009), in their study explain the concept development program for university educational units and interpret it as designing a particular set of activities that ensure achievement of the unit's objectives and implementation of the unit's mission. The need to incorporate strategic management in the work of the faculty is explainable by the nature of activities carried out by this

structural unit. The faculty seeks to provide organizational support to the educational process and is a key component in provision of high school educational services (Sinyak & Kasperovich, 2009).

The search for ways to improve the effectiveness of educational units of the university (chair) is described in the study of A.E. Vorobiev and A.K. Murzaeva (2017). In their paper they analyze the strengths and weaknesses of faculty management, basic approaches to assessing the performance of an educational unit and present the methodology for assessing the effectiveness of the faculty (Vorobiev & Murzaeva, 2017).

E. V. Myalkina (2017) offers to look at the implementation results of faculty strategic development plans which were created based on the university strategy. Her study describes the system for evaluating performance of faculties that implement the core activities of the organization. The indicators and criteria for performance evaluation draw on the principles of objectivity, predictability, adequacy, timeliness, transparency and measurability, which are crucial for the university to achieve its strategic goals (Myalkina, 2017).

S. M. Markova (2014) explored the vectors of innovative development of the chair, defined goals and objectives in the context of strategic development of the university and the region. She defined the mission of the chair and the key activities contributing to the effectiveness of the faculty in modern conditions (Markova, 2014).

S. D. Reznik and O. A. Sazykina (2018) presented the results of monitoring the teachers' activities through the prism of their inclusion in the chair management processes. In addition, they examined the current trends as concerns engagement in the strategic management at the university, and made their proposals for the use of mechanisms for involving academic staff to manage the educational unit, where special focus is made on building the organizational and functional structure of the chair management (Reznik & Sazykina, 2018).

These works touch upon the problems of managing any university faculty as a structural subdivision of the university, but do not reveal the problems of organizing the activities of creative faculty, in this connection it is important to analyze the works which discuss the problems related to the functioning of creative teams and associations.

According to N. M. Kuleeva, management of creative potential of the university permanent staff is a process of targeted influence on the team of people, including organization, coordination and creation of proper conditions conducive to the development of creative potential to achieve the university goals (Kuleeva, 2007).

From the view point of Yu. A. Adamenko (2011), in the modern economic setting, the art management becomes the type of management when both manager and art exist, in this connection it becomes crucial to revise traditional forms of work of these faculty and implement innovative activities.

O. S. Chernyavskaya and L. A. Malekova (2013) point out that the specificity of creative activity in any field is primarily connected with the low level of standardization, which applies equally to the expected result and the ways of work. The process of creativity involves not only production of a certain product, but also an idea, firstly, about what product is expected to be the result of this process, what qualitative characteristics it will possess; secondly, about how to produce this product (principles of work, technologies etc.) (Chernyavskaya & Malekova, 2013), these features predetermine the need in such forms of management that would take into account all distinctive features of a creative team.

The mentioned studies indicate that there exist certain problems related to the creative team functioning, and that activity of a

specialist in the sphere of culture and art has its certain specific aspects. However, as yet the whole picture is not clear, and no single plan has been developed to overcome the difficulties faced by the creative team in their work and to facilitate its development, in this connection it is important to proceed from practical experience of managing such structural division of university.

3 Research Methodological Framework

The purpose of this paper is to identify the major management problems and specific aspects of organizing the work of a creative faculty in the modern context.

The research objectives were as follows:

- identify the specific features of activities implemented by the creative faculty;
- reveal the external and internal challenges faced by the faculty throughout its faculty;
- create a mission and a strategy for development of the creative faculty based on the analysis of problems faced by the creative faculty in its activities;
- make an action plan and a roadmap outlining the events aiming to facilitate development of the creative faculty.

The research employed the methods of theoretical analysis of scientific literature on the stated problem in the field of management, economics, sociology, as well as socio-cultural management.

4 Results and Discussion

The practical orientation of professional education also predetermines the character of training for pedagogical staff. The teachers of profile disciplines master the teaching methodology which they learn directly from their teacher, and, while respecting and treating its traditional foundations with care, enrich it with their own experience.

When solving the problem of finding the best ways to manage the work of academic staff of the faculty with a creative orientation, the distinctive features of art education should be taken into consideration, which are stemming from the work with a creative product (Medvedeva et al., 2019).

Development of the faculty becomes possible only when the main features and strategic trends in the development of the system of education and the space of art get accounted for. At the present time certain conditions emerged that influence development of the faculty. Below we describe some of the challenges:

External challenges:

- decline in the general level of culture among the youth;
- falling prestige of professions in the field of education, culture and art;
- stereotypical social opinion about the low-income level of professions in the field of education, culture and art.

Internal challenges:

- due to strictly regulated rules in the labor market, it is difficult to employ graduates who are ready to carry out creative projects in the creative industries;
- specific features of creative industries, characterized by individualization, cause difficulties in carrying out professional activity as a team effort;
- excessive traditionalism and conservatism of programs in the field of culture and art make it difficult to introduce innovations.

The performance analysis revealed the problem of adapting the achievements in creative education to the priority indicators of higher school teachers' scientific activities, which reflect the university performance indicators (Myalkina et al., 2015).

In an attempt to resolve the contradiction between the real practice of managing the processes of artistic and aesthetic education and the need to achieve high quality indicators of scientific and pedagogical activity the faculty strategic development program was developed which is intended to improve the qualitative and quantitative performance assessment rating scores of the academic staff (Myalkina & Zhitkova, 2016).

Innovative development, which we consider a priority objective of the efforts to transform and improve the faculty activities, is largely determined by the quality of education, innovations in the management of educational process, which necessitate the development of new models and technologies for training professionals and creating facilitating conditions for research, creative and project activities (Medvedeva & Marik, 2016). The main determinants and vectors of change should be identified in order to understand the development prospects and priorities in the coming years.

We have formulated the faculty mission: creation of a unique professional training center to raise a new generation of specialists in the field of art who would have the necessary competencies for the dynamically changing professional reality of the future and who would contribute to development of the cultural space of the region in the part of generation of intellectual and creative resources.

In line with this mission, the main objectives of the faculty development are:

- in the field of education: Creation of a modern educational platform for training specialists for the creative industries in the region, who would be ready for theoretical and analytical perception of artistic space, implementation of innovative mechanisms for managing and producing creative product and also for implementing creative activities in practice by building a proper framework of general cultural, personal and professional competencies which will make them competitive in the labor market;

- in the field of activity popularization: generation, replication and transfer of the best practices for organizing educational process based on the innovative technologies which would ensure competitiveness of future specialists, character education resulting in a strong professional mindset and readiness to use own knowledge, abilities and professional experience for the benefit of the region;

- in the field of promotion: Building and promoting a positive business image of the faculty by means of expanding the learning space: organization of experimental sites, innovative bases for internship, attracting employers (the best personnel) to the educational process, inclusion, interaction with the media sphere (media coverage of the faculty activities). For higher clarity we have presented the above objectives schematically (Figure 1).

Figure 1 Faculty Development Strategy



Source: the authors.

We plan to include some events in the faculty development roadmap that would contribute not only to the professional growth of teachers and students, but also expand the research

experience, facilitate creative fulfillment of personality, embodiment of creative ideas.

As part of the efforts to achieve higher staff performance scores, it is planned to increase the number of scientific studies and publications in the field of culture, education and art, which reflects the specifics of the faculty.

As a result of transformations in the faculty management, we project to build and strengthen the motivation of academic staff for creative publication activity, as well as to organize important creative activities, which require expansion of the learning space for the respective fields of training and research and creative efforts. We define as the fundamental measures the cooperation with profile educational organizations of the region within creative and research efforts, interaction with cultural institutions for implementing educational programs and conducting master classes, implementation of expert activities in the field of design, visual, musical art, decorative and applied arts, as well as screen arts.

Table 1 Roadmap of Events Aiming to Boost Faculty of the Creative Faculty

Goal	Timing	Event	Description
Building and promotion of a positive business image of the Faculty			
Organizing creative and research efforts	April - June 2021	All-Russian Research and Practice Conference "Culture, Education and Art: Traditions and Innovations";	Discussion and discourse on the problems in the field of education, culture and art; Expert opinions on the modern problems in the field of education, culture and art;
Organizing learning events as anticipated by the study program "Producer Business" through participation in the important cultural events of Nizhny Novgorod	April 2021	Holding events in the format of discussion forum	Events on the problems related to designing the media products
		Arranging a movie club	Organizing demonstrations and discussions
Organizing events of interest, learning events aiming to improve the media literacy, film literacy, professional etiquette and personal development	April - June 2021	Planning and holding events that would attract students in the Film Literacy format	Discussion and discourse on the history of cinematography; rules of film aesthetics; techniques of cinematography; movie making technologies; motion production economics.
		Organizing the work of media studios	Creation by the students of the specialty 55.05.04 Producer Business of movies, videos, programs
		Establishing a movie club Kinodrive	Boiling Points within the discipline on the basis of the Cinema History, which purpose is to study cinema as the instrument for personality education and development
Growing the student community	April - June 2021	Establishing a student media bureau Minimedia	Engaging the students of other specialties
Expanding the innovative bases for internships	April - June 2021	Including the profile organizations to the learning process, both curricular and extracurricular	Including the teams Kinofactura, KINOCOM, FUTURO Gallery and others.
		Building a positive image of the program	Engaging new partners for the program implementation: E. Evstigneev's

			Nizhny Novgorod Theater School, Nizhny Novgorod College of Culture, V. P. Chkalov's House of Children's Art, general education schools 190, 169, 161
Program of professional orientation partnership with profile organizations "The Way of Success"	March - June 2021	Organizing events "Image in Visual Arts"	E. Evstigneev's Nizhny Novgorod Theater School, Nizhny Novgorod College of Culture, V. P. Chkalov's House of Children's Art, general education schools 190, 169, 161
		Organizing a webinar How to Compose a Story "Videomaker"	E. Evstigneev's Nizhny Novgorod Theater School, Nizhny Novgorod College of Culture, V. P. Chkalov's House of Children's Art, general education schools 190, 169, 161
		Organizing a webinar "2 Hours with Producers"	E. Evstigneev's Nizhny Novgorod Theater School, Nizhny Novgorod College of Culture, V. P. Chkalov's House of Children's Art, general education schools 190, 169, 161
	February 2021	Organizing a regional media contest "The Wings of Creativity"	E. Evstigneev's Nizhny Novgorod Theater School, Nizhny Novgorod College of Culture, V. P. Chkalov's House of Children's Art, general education schools 190, 169, 161
	June 2021	Organizing the Doors Open Day for the Producer Business specialty	Organizing an event jointly with the networking partner Nizhny Novgorod State TV and Radio Broadcasting Company
Creating a media information space to promote the activities of teachers and students	April - June 2021	1. Specialist with functions of information support for the educational program; 2. Student Association with functions of information support for the educational program.	Training the academic staff in the use of digital technologies. Improving the knowledge of students in the field of media.
		Information support	1. Creating digital information resources on social media, channels and messengers. 2. Attracting users by creating digital information resources on social media, channels and messengers.
Creating a package of educational products building or enhancing qualifications of specialists in the field of media	2022	44.04.01 Pedagogical Education, specialty Design of Educational Media Products, Supplementary Program "Producer of Infoproduct".	1. Regulatory and legal support of the educational product 2. Staffing support of the educational product. 3. Analysis of the opinions of applicants
Generation, replication and transfer of innovative experience			
Expert assessment of the activity	Annually		Project session, chair report
Commercial proposition to the market of educational services	2021		Implementation of the educational product

Source: the authors.

The roadmap was built in a manner hinging on identifying the major problems in development as well as the objective regularities (external and internal challenges), which then were used to determine the main vectors and priority areas of faculty strategic development.

5 Conclusion

Having explored the results of activities undertaken by the faculty team, we see the innovative way of developing the system of training for the specialist in the field of art as the creation of a new expanded learning space, based on the spread of new training organization technologies which correspond to the modern trends in the development of education.

In addition, for facilitating the faculty's work, building and promoting its positive business image, the following steps should be taken:

- encourage faculty members to participate in major creative projects of the region with the use of student initiatives to solve professional problems;
- create collaborations with leading organizations and enterprises of the region for joint creative and research efforts, as well as collaborative cultural and educational design;
- create facilitating conditions for professional development of academic staff both in creative and in scientific-pedagogical activities;
- create a media environment of the faculty with systematic information support of the teachers and students.

As a result of targeted efforts for the faculty development, we see our structural unit as a platform of best practices for training specialists and teachers in the field of art capable to implement innovative teaching models.

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