

REGIONAL INNOVATIONS

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t i m e f o r e x p e r t s

19



Models of financing higher education institutions

9



Microbiological features of infectious diseases

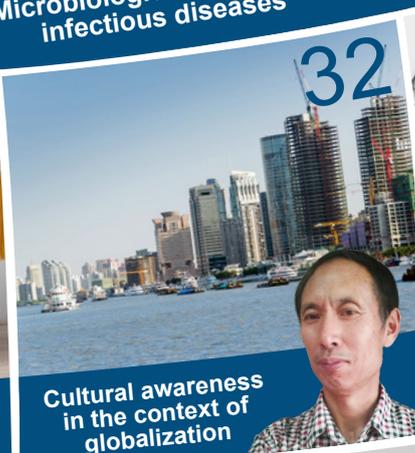
5

15



Methods of speech impact in Spanish advertising texts

32



Cultural awareness in the context of globalization



L'avenir des contrats de plan en France

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InterRegioNovation is the International Association devoted to the transfer and exchange of knowledge and innovations at all regional levels (country, region, city, community etc.) between knowledge transfer professionals (business, research institutions, policy makers, government agencies, individuals, others) in all countries of the enlarged Europe, CIS countries and from other continents for stimulating and enhancing economic and social growth in the regions.

This is a policy and research association that brings together all knowledge transfer professionals who are interested in delivering efficient, flexible, innovative and cost-effective services across the private and public sectors. We work closely with business, research and educational institutions, government agencies, policy makers, NGOs, media, individuals and other stakeholders to promote the interests of their industries.

Our members understand the changing needs of the transfer and exchange of knowledge and innovations and through continuous professional development, marketing and networking opportunities offered in this association, we keep current with the latest knowledge trends and issues that challenge people in their work and life journey. We also offer expansive opportunities for partner connection through our networks.

Journal “Regional Innovations” is one of the Association’s tools for innovators and everybody who is interested in any aspects of innovation development.



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About journal

On behalf of the Editorial Board, it gives us a great pleasure to welcome you to the first issue of 2020 of the Regional Innovations Journal.

The Regional Innovations publishes original research papers, policy analyses, review papers and book reviews in order to establish an effective channel of communication between business, research institutions, policy makers, government agencies, and individuals relative to the analysis of various aspects of knowledge and innovations transfer and exchange within regional dimensions.

This is an independent, peer-reviewed, Internet-based international journal devoted to publishing original research papers of highest quality, sharing ideas and discussing innovation sector within regional dimensions. The journal welcomes to submit research papers by exceptional innovators, leading universities, globally recognized business, government agencies, policy makers and political leaders.

We intend that our readers will be exposed to the most central and significant issues in innovations development. We wish to publish papers that exemplify the highest standards of clarity, and that promise to have significant impact on existing front-line debates or to lead to new ones. The journal explores key priorities of the knowledge and innovations transfer and exchange in terms of critical aspects of human life (economy, law, science, business, health, education, culture etc.). We therefore welcome submissions not only from established areas of research, but also from new and emerging fields and those which are less well represented in existing publications, e.g. engineering studies, biomedical research etc.

We also strive to ensure that being under expert evaluation, each submission will receive developmental and supportive comments to enhance the article. Our refereeing process will involve that each submission will be reviewed by one or more specialists in the relevant field. Articles will be added to the volumes and the journal audience will receive e-mails updates to encourage them to the new articles.

We are delighted with, and immensely grateful to the large numbers of colleagues, both members of the Associations InterRegioNovation and FranceXP (France), representatives from many universities in France, Latvia, UK, Azerbaijan, China, Nigeria, Belarus, Ukraine and other institutions, who have supported the editorial process. And we are very proud of the expertise that they collectively bring, which we believe is unsurpassed by any contemporary innovative journal.

We are immensely grateful to our colleagues for their support and advice through the process of setting the journal up, and for the confidence they have placed in us in supporting this initiative at a time of economic uncertainty.

In the development of the Regional Innovations to date, we would like to enlist the support of a number of organisations who wish to promote this online journal to their experts. To ensure its sustainability, we would also like to invite other organisations, networks, conferences and meetings to associate themselves with the Regional Innovations. We therefore aim for the Regional Innovations to become the leading online forum to globally disseminate outstanding research papers on innovation sector in regional dimensions. Being an online periodical, the Regional Innovations is also a forum for exchange of imaginative ideas readers wish to share. Contributions of articles on innovations sector and your comments about this issue are very welcome.

To this end, if you lead, represent, or are a member of any such organisation, please contact us to offer your support and commit to promoting the Regional Innovations as a publication outlet for research undertaken by your experts.

We do hope you enjoy and benefit from the Regional Innovations! And many thanks for staying with us in 2020!

Jean-François Devemy
Editor-in-Chief

Contents

L'AVENIR DES CONTRATS DE PLAN EN FRANCE <i>Xavier Givelet</i>	5
ESTABLISHING THE PREVALENCE AND MICROBIOLOGICAL FEATURES OF INFECTIOUS DISEASES OF THE DISTAL EXTREMITIES AND MONTELLARO DISEASE IN DAIRY CATTLE BREEDING IN THE RUSSIAN FEDERATION <i>Olga Tkacheva</i> <i>Aleksandr Tkachev</i> <i>Natalya Belyakova</i> <i>Anatoliy Kovalenko</i>	9
METHODS OF SPEECH IMPACT IN SPANISH ADVERTISING TEXTS <i>Mariia Povna</i>	15
MODELS OF FINANCING HIGHER EDUCATION INSTITUTIONS: CASE STUDIES <i>Ihor Liutyi</i> <i>Hlib Polianovskyi</i>	19
SIGNIFICANCE OF STRENGTHENING SPIRITUAL VALUES AND CULTURAL AWARENESS IN THE CONTEXT OF INTERNATIONAL ECONOMIC GLOBALIZATION <i>Du Hongwei</i>	32
<i>About authors</i>	41
<i>Requirements for papers</i>	43



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L'AVENIR DES CONTRATS DE PLAN EN FRANCE

Résumé

La politique de développement régional au moyen de contrats de plan Etat-région est une spécificité française qui tient son origine de la planification territoriale et de l'évolution du pays vers un Etat décentralisé.

Si les contrats de plan ont mobilisé des moyens financiers considérables et ont permis la réalisation de projets qui ont transformé considérablement les territoires, ils ne font pas l'objet de réels débats politiques et sont peu connus du grand public.

La prochaine génération, dont les négociations vont commencer en 2020, devra laisser une place plus grande à l'écoute du citoyen, à l'évaluation et devrait issue d'une véritable stratégie de développement régional de l'Etat.

Mots-clés: *contrats de plan Etat-région, décentralisation, planification territoriale, évaluation des politiques publiques, stratégies de développement économique, développement régional.*

Abstract

Regional development policy, at least concerning the State-region plan contracts is a French specificity which originates from territorial planning and the country's evolution towards a decentralized state.

If the plan contracts have mobilized considerable financial resources and enabled the implementation of projects which have considerably transformed the territories, they are not the subject of real political debates and are little known to the general public.

The next generation, whose negotiations will begin in 2020, will have to leave more room for listening to citizens, for evaluation, and should result from a real regional development strategy for the State.

Key words: *State-region plan contracts, decentralization, territorial planning, evaluation of public policies, economic development strategies, regional development.*

Au cours de l'année 2020, l'Etat et les régions françaises vont négocier une nouvelle génération de contrats de plan pour une période qui sera probablement de cinq ans.

Les contrats de plan, par lesquels l'Etat, et les régions s'engagent sur des projets communs, constituent une spécificité française. Cependant, en dépit d'un bilan satisfaisant, la politique des contrats de plan est peu connue et ne fait pas l'objet d'un débat national.

Sans doute faudra-t-il que la préparation de la prochaine génération fasse l'objet d'une consultation en profondeur de la société, suivie d'une évaluation satisfaisante et à partir d'un projet politique plus clairement affiché.

Les contrats de plan constituent un des principaux instruments de la politique de développement économique et d'aménagement du territoire en France. Au cours de la seconde guerre mondiale, le Conseil national de la Résistance avait conçu l'idée de la planification territoriale, qui fut mise en œuvre, à la libération, pour la reconstruction et le développement économique du pays. Progressivement, il a fallu prendre en compte la dimension régionale de la planification. Au moment où la France a engagé sa transformation vers un pays décentralisé, et dès lors que les collectivités territoriales et tout particulièrement les régions sont devenues, de par leurs compétences nouvelles, des acteurs incontournables du développement régional, la planification a été contractuelle, obligeant ainsi l'Etat à

ouvrir des négociations avec ces nouveaux interlocuteurs.

Une telle politique est spécifiquement Française. En effet, il existe peu d'exemples de contractualisation entre l'Etat et les collectivités territoriales pour la mise en œuvre d'une politique planifiée destinée au développement économique et social de l'ensemble des régions d'un pays. Les rares cas recensés, tels que la Colombie qui met en place des «Contratos plan» sont largement inspirés du modèle français.

L'enjeu économique, financier et social des contrats de plan est considérable: ainsi, par exemple, pour la période 2015-2020, les contrats signés devraient avoir mobilisé plus de 31 Mds € dont 14,6 milliards d'euros de l'État, 16 Mds € des régions et 899 M € d'autres collectivités locales. Le bilan de la précédente génération de contrats (2007/2014) est élogieux, à titre d'exemple on peut citer:

- La mise en service de la troisième voie ferrée sur la ligne ferroviaire Marseille-Aubagne, dans la région Provence- Alpes Côte-d'Azur;
- La requalification du bassin minier et l'accompagnement de la démarche de classement par l'Unesco dans le Nord-Pas-de-Calais;
- La mise en place d'un plan solaire régional de développement de la filière photovoltaïque en Poitou-Charentes;
- La sécurisation de l'alimentation en eau de la région Languedoc-Roussillon par le projet Aquadomia;
- La reconstruction et la valorisation de la grotte Chauvet, (Ardèche), en Rhône-Alpes;
- La construction du nouveau bâtiment du centre de recherche de l'Inria, Institut national dédié au numérique, à Talence, en Aquitaine;
- L'aménagement de voies cyclables sur les bords de Loire en région Centre;
- La valorisation des atouts de la Bretagne dans le domaine des sciences et techniques de la mer.

Pour autant, cette politique soulève rarement des débats politiques, elle est très peu citée dans la presse et le grand public en ignore souvent l'existence.

Plusieurs raisons peuvent expliquer ce paradoxe: la complexité des dispositifs, l'étalement dans le temps de leur mise en œuvre, mais probablement aussi le consensus entourant cette politique, qui dès lors, ne donne pas lieu à des titres attractifs dans la presse.

Il ne faudrait pas en déduire que la politique des contrats de plan est facile et ne constitue pas un enjeu politique.

Il faut avoir à l'esprit que les sommes engagées, auxquelles il faut ajouter les frais de fonctionnement futurs qui résulteront de l'importance et de la nature des investissements décidés, trouvent leur origine dans le prélèvement fiscal sur les citoyens et empêchent

l'engagement d'autres dépenses d'un montant équivalent compte tenu de la nécessité de l'équilibre budgétaire.

De fait, les engagements des contrats doivent être mieux compris, largement admis, et correctement évalués.

En premier lieu, la préparation de la nouvelle génération devrait être revue. Jusqu'à présent, la négociation des contrats a été organisée par les techniciens des services de l'Etat et de la région et conclue, sur le plan politique, par un accord entre le représentant de l'Etat (le préfet de région) et le représentant des élus régionaux (le président du conseil régional).

La crise des «gilets jaunes» a montré que la société française avait besoin de débats en profondeur, et que les grands choix stratégiques ne pouvaient plus demeurer de la seule compétence de quelques grands stratèges, fussent-ils de grands techniciens ou même des élus de la Nation. Par conséquent la négociation des contrats devrait être précédée de débats publics au plus près de la population et dont le rôle devrait être à la fois de recueillir les idées, de garantir la concertation mais aussi d'expliquer les propositions émises par les autorités politiques.

Au-delà du débat, le citoyen a également le droit de vérifier le bon emploi des fonds publics (article 14 de la Déclaration des droits de l'Homme et du citoyen de 1789) qui se traduit par des procédures de contrôle, notamment celui assuré par la Cour des comptes, mais aussi par la pratique de l'évaluation.

L'évaluation se déroule au cours de toutes les phases d'une politique publique:

- Evaluation ex ante: pour mesurer l'intérêt d'une politique ou d'un projet, sa cohérence avec d'autres politiques, le respect de la réglementation en vigueur, le réalisme des effets attendus;
- Evaluation en continu, pour vérifier la faisabilité des actions engagées et proposer le cas échéant des rectifications au contrat;
- Evaluation à mi-parcours: rendues obligatoires pour préparer la «révision à mi-parcours» des contrats;
- Evaluation in fine: pour faire le bilan de l'opération;
- Evaluation ex post: pour mesurer les effets de la politique engagée.

La génération actuelle des contrats de plan fait l'objet d'une évaluation à deux niveaux:

L'évaluation des contrats à l'échelon national est pilotée par le CGET¹ en lien avec l'association des Régions de France.

Cette évaluation porte sur les objectifs transversaux de la contractualisation, qui concernent les finalités des actions financées par les CPER², ainsi que la valeur ajoutée de la contractualisation État-Région. Il s'agit d'interroger la manière dont les caractéristiques des contrats de plan permettent l'amélioration de la mise en œuvre des politiques en direction des territoires.

L'instance nationale d'évaluation, présidée par un universitaire et composée de représentants de l'Etat et des régions et des personnalités qualifiées, est chargée de définir les orientations nationales thématiques à prendre en compte par les régions dans la constitution de leur plan d'évaluation.

A l'échelon régional, l'évaluation est portée par un comité régional d'évaluation, présidé conjointement par le représentant de l'Etat et le président du conseil régional.

Les évaluations régionales portent sur des volets thématiques, afin de :

- mesurer le rôle du CPER dans l'atteinte des objectifs propres à chaque volet du programme ;
- préciser les effets de l'utilisation des CPER dans la mise en œuvre des politiques sectorielles et territoriales de l'État et des conseils régionaux ;
- guider la mise en œuvre des contrats, dans une logique de pilotage par les résultats.

La pratique de l'évaluation doit être mise en œuvre avec une attention beaucoup plus grande que par le passé car il apparaît que évaluations pratiquées sur les générations de contrat précédentes n'ont pas toujours été réalisées dans des conditions satisfaisantes.

Dans son rapport sur l'exécution des contrats 2007/2013, le Sénat a regretté que les évaluations à mi-parcours n'aient pas eu lieu, et que l'instance nationale de suivi ne se soit pas réunie depuis novembre 2009 – en raison de divergences de vue entre les partenaires - et que dans plusieurs régions, les comités n'ont pas fonctionné.

La Cour des comptes, dans son rapport portant sur cette même génération de contrats a fait observer que dans la majorité des cas, le **programme de travail** qui devait être adopté par les instances d'évaluation, a été modifié pour tenir compte de retard dans l'avancement des

opérations inscrites au CPER. Des modalités d'évaluation des programmes différentes de ce qui avait été prévu à l'origine ont souvent été mises en œuvre, avec des évaluations internes portant seulement sur quelques politiques contractualisées.

Par ailleurs, les outils de suivi n'ont pas été adaptés à la **complexité et à la multiplicité des financements** croisés entre les diverses collectivités et échelons territoriaux. Les données financières, souvent issues de retraitements, aboutissent régulièrement à des agrégats financiers qui ne donnent une vision fiable ni des moyens employés pour financer un projet, ni de leur utilisation, tant pour les régions que les services de l'État. La multiplicité des logiciels de suivi de données et l'incertitude en résultant se conjuguent pour rendre l'évaluation des programmes particulièrement malaisée. Enfin, il est surprenant de constater que, si les régions ont l'obligation de planifier leur politique de développement économique par des schémas prévus par la loi³ (schéma régional de développement économique d'innovation et d'internationalisation et schéma régional d'aménagement et de développement du territoire) l'Etat, de son côté, a abandonné toute planification nationale depuis la génération des contrats de plan 1994/1999, et le schéma national d'aménagement et de développement du territoire, tel qu'il a été prévu par la loi de 1995 n'a jamais été adopté.

Pourtant, comme le souligne la Cour des comptes, le caractère national des CPER et leur importance pour le développement du territoire justifieraient que chaque génération de contrats soit précédée d'un débat voire d'un vote au Parlement, en vue de définir la stratégie nationale à mettre en œuvre.

Plusieurs explications peuvent être données à l'absence d'une telle planification.

En premier lieu, il existe bien un document stratégique pouvant être considéré comme constituant la stratégie de l'Etat en faveur des territoires : il s'agit du Cadre stratégique de référence national, négocié entre l'Etat et la Commission Européenne pour constituer le socle des documents de programmation des fonds européens structurels et d'investissement.

Ce document répond à des exigences européennes spécifiques et il est largement cité à l'occasion des négociations des contrats de plans avec les régions, mais il ne constitue pas à proprement parler une stratégie nationale de la planification territoriale.

Par ailleurs, il existe toujours en France un risque, voire même une suspicion, de voir l'Etat imposer telle ou telle

¹ Commissariat général à l'égalité des territoires, qui a succédé à la DATAR.

² Contrat de plan Etat-Région.

³ Loi du 5 mars 2014 relative à la formation professionnelle, à l'emploi et à la démocratie sociale et loi du 7 août 2015 portant la nouvelle organisation territoriale de la République (loi NOTRe).

stratégie aux collectivités locales et de ne leur laisser qu'une faible capacité de négociation – ce qu'on appelle la politique « Jacobine ». C'est pour cela que les élus régionaux ne sont pas trop en attente d'une affirmation trop prononcée des objectifs de l'Etat.

Enfin, l'Etat, lui-même, a besoin d'une certaine souplesse pour lui permettre de répondre à l'actualité. Ainsi par exemple, sa politique de développement économique a été bouleversée par la crise de 2008 qui l'a amené à développer une nouvelle stratégie d'aide aux entreprises qui ne pouvait être imaginée au moment de la négociation des contrats de plan en 2006.

Force est de constater que le débat politique en France, fait apparaître aujourd'hui un besoin de plus grande

participation citoyenne, de prise en considération des conditions de vie des populations en-dehors des grandes aires métropolitaines, de revitalisation de certains territoires et de visibilité de la politique publique dans ce domaine.

La négociation de la prochaine génération des contrats de plan constitue une excellente opportunité pour rapprocher le citoyen du décideur politique. Mais il sera absolument indispensable d'engager un grand effort de dialogue pour que les contrats de plan soient mieux connus, mieux compris, qu'un réel consensus se dégage quant aux opérations décidées et que la mise en œuvre de cette politique soit mieux évaluée.

Références

1. Décret du 31 décembre 1958 pour la création des plans régionaux de développement économique.
2. Loi de décentralisation du 2 mars 1982.
3. Loi du 29 juillet 1982 donnant aux régions la capacité aux régions d'adopter des plans qui «déterminent les objectifs à moyen terme du développement économique, social et culturel de la région pour la période d'application du plan de la nation».
4. Loi du 4 février 1995 d'orientation pour l'aménagement et le développement du territoire.
5. Loi du 5 mars 2014 relative à la formation professionnelle, à l'emploi et à la démocratie sociale et loi du 7 août 2015 portant la nouvelle organisation territoriale de la République (loi NOTRe).
6. La loi n° 2015-29 du 16 janvier 2015 relative à la délimitation des régions, aux élections régionales et départementales et modifiant le calendrier électoral est une loi française qui procède notamment à un redécoupage des régions.
7. Rapport de la Cour des comptes sur la gestion des contrats de plan 2007/2013.

Les contrats de plan de chaque région pour la génération 2015/2020 sont accessibles par internet sur le site du CGET/Agence nationale de la cohésion des territoires <https://www.cget.gouv.fr/dossiers/contrats-de-plan-etat-region>
La documentation sur les fonds européens structurels et d'investissement en France est accessible sur le site <https://www.europe-en-france.gouv.fr/fr/fonds-europeens>

Liste des générations de contrats de plan

1. Première génération «modernisation et équipement du territoire»: 1984/1989.
2. Deuxième génération «Europe et territorialisation de l'action publique»: 1989/1993.
3. Troisième génération «déconcentration et péréquation»: 1994/1999.
4. Quatrième génération «élargissement thématique et promotion de territoires de projets»: 2000/2006.
5. Cinquième génération «concentration thématique et équipements structurants»: 2007/2014.
6. Sixième génération «bâtir aujourd'hui la France de demain»: 2015/2020.



ESTABLISHING THE PREVALENCE AND MICROBIOLOGICAL FEATURES OF INFECTIOUS DISEASES OF THE DISTAL EXTREMITIES AND MONTELLARO DISEASE IN DAIRY CATTLE BREEDING IN THE RUSSIAN FEDERATION



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Abstract

Studies were conducted on cattle livestock of dairy cattle farms with distal limb diseases in eight federal districts of the Russian Federation: Central (8532 heads), North-West (7987 heads), Southern (8711 heads), North Caucasian (8368 head), Volga (7825 head), Ural (8143 head), Siberian (8408 head), Far East (8534 head). The animals were kept in barns in loose housing. Counting of lame animals was carried out according to the method of Sprecher et al. A clinical assessment of the intensity of lesions by infectious diseases of the distal extremities was performed according to the classification of Döpfer et al.

Results: *Montellaro Disease ranges from 2.76% in the Siberian Federal District to 3.27% in the Northwestern Federal District. Three federal districts are characterized by less than 3% occurrence of Montellaro Disease - Ural, Siberian, Far Eastern. In the remaining five districts - more than 3%. On average, in our studies, the frequency of occurrence of Montellaro Disease in Russia among all diseases of the distal limb is 3.02%.*

Conclusion: *For the first time, features of the distribution, etiological factors and frequency of occurrence of Montellaro Disease in Russia are shown - 3.02%. The differences in prevalence of bovine depending on the federal district are established. The structure of associations of microorganisms isolated from pathological material also differed depending on the federal district.*

Key words: *cattle, Montellaro Disease, skin diseases, microorganisms, distal extremities.*

Introduction

The development of dairy cattle breeding is a priority for ensuring food security and import substitution of agricultural products of Russia. Therefore, the state program for the development of agriculture for 2013–2020 provides for substantial measures to support the development of this area of animal husbandry. However, an increase in the milk productivity of animals depends largely on the state of health.⁽¹⁻³⁾ The most obvious symptom of a health problem is lameness.⁽⁴⁻⁶⁾

Cattle lameness can be caused both by systemic infectious diseases (pleuropneumonia, brucellosis, tuberculosis, etc.) and by local infections (digital dermatitis, necrobacteriosis, Montellaro disease, etc.). According to some literary data, about 90% of all cases of lameness occur precisely at the local infectious processes that are accompanied by lesions of the interdigital gap of the distal extremity.⁽⁷⁻⁹⁾ Interdigital dermatitis is considered to be the most infectious disease of the extremities.

Interdigital dermatitis is widespread in dairy cattle throughout the world and is considered one of the main problems in milk production technology.⁽¹³⁻¹⁵⁾ In addition, they cause enormous economic damage due to reduced milk production, reproductive performance of dairy herds, premature culling, and large treatment costs.⁽¹⁶⁻¹⁸⁾ For example, according to some data in Europe and the USA up to 70% of the livestock of dairy herds of some farms are affected by Montellaro disease. Economic damage reaches several hundred million dollars a year.⁽¹⁹⁾

Some researchers believe that there are a large number of infectious processes of the extremities⁽²¹⁻²³⁾, while others convincingly prove that all infectious interdigital dermatitis are only different forms of the same disease - Montellaro disease.⁽²⁴⁻²⁵⁾ This conclusion is confirmed by a number of common histopathological features, with the same clinical effect from the use of the same treatment regimens for “different” inter-pit gap diseases.⁽²⁶⁻²⁷⁾ Papillomatous form of Montellaro's disease is more common in North America, while erosive form is registered in wider Europe.^(21,28) Today in the world practice under the common name Montellaro's disease unites such diagnoses as: Digital dermatitis, Interdigital dermatitis, Phlegmoninterdigitalis (Interdigital necrobacillosis), Heel horn erosion and others.⁽²⁹⁾ Different names for Montellaro's disease appeared due to the fact that different authors identified different microorganisms from the zone of the pathological process: *Treponema Spp.*, *Prevotella denticola*, *Porphyromonas*, *Fusobacterium*, *Bacteroides*, *Actinomycetes*, *F. necrophorum*, *D. nodosus*, *Campylobacter faecalis*, *Mycoplasma hyopharyngis* and others.⁽³⁰⁾

In many countries with developed dairy cattle breeding, various programs have been successfully implemented for monitoring and eliminating systemic diseases that cause lameness in cattle. These programs often relied on quarantine and serological testing of imported animals, slaughter infected and in-contact animals, implement rigorous bio-protection measures on farms, including vaccination, and reduce contact between cattle and wildlife, which is a potential danger of the spread of Montellaro Disease.⁽³¹⁻³³⁾

Unlike countries with developed dairy cattle breeding, in Russia there are no monitoring studies of infectious diseases of the limbs in order to establish the frequency of occurrence of Montellaro Disease; there are only individual studies of this disease in certain areas or even farms.⁽³⁴⁾ Based on the foregoing, it has become necessary to conduct monitoring studies to study the prevalence and detectability of microorganisms at the site of the development of inflammatory and infectious processes in diseases of the skin and skin of the distal limbs of cows, accompanied by development of the Montellaro Disease.

In our study, monitoring of infectious diseases of the distal extremities and Montellaro Disease in dairy cattle breeding throughout the territory of the Russian Federation was conducted for the first time.

The aim of the study was to establish the prevalence and microbiological features of infectious diseases of the distal extremities and Montellaro Disease in dairy cattle breeding in the Russian Federation.

Materials and Methods

Studies were conducted on livestock of cattle of dairy cattle farms with diseases of the distal extremity of eight federal districts of the Russian Federation: Central (8532 heads), North-West (7987 heads), Southern (8711 heads), North Caucasus (8368 heads), Volga (7825 heads), Ural (8143 heads), Siberian (8408 heads), Far East (8534 heads). The animals were kept in barns in loose housing. Counting lame animals was carried out according to the method of Sprecher et al.⁽³⁵⁾

A clinical assessment of the intensity of lesions by infectious diseases of the distal extremities was performed according to the classification of Döpfer et al.⁽³⁶⁾

The microbiological method was used to study 2010 samples of punctates of pathological material taken from the distal hind and forelimb with purulent-necrotic lesions of the interdigital space. After pruning necrotic areas between the interdigital gap, the hoof horn, crops were sowed on various nutrient media of MPA, BCH, Endo, Kittaroci, Saburo (Sigma, USA).

Studies were conducted using epizootological, clinical, microbiological methods. The lame animals were counted. The material for the microbiological study was taken from the affected areas of the inter-digest cracks and placed in a polyethylene package. For the detection and cultivation of pathogens of infectious diseases of the distal extremities, standard techniques were used.

Results

To study the prevalence of infectious diseases of the skin and skin of the distal extremities, accompanied by the development of lesions of the intertidal gap, monitoring studies were conducted in all federal districts of the Russian Federation table 1.

Table 1
The frequency of occurrence of cattle Montellaro Disease in the territory of the Russian Federation (n = 66508)

Federal District of the Russian Federation	The number of animals with diseases of the distal extremities	The number of animals with Montellaro disease	The frequency of occurrence of Montellaro's disease,%
Central	8532	263	3,08
Northwestern	7987	261	3,27
Southern	8711	271	3,11
North Caucasian	8368	251	3,00
Volga	7825	252	3,22
Ural	8143	240	2,95
Siberian	8408	232	2,76
Far Eastern	8534	241	2,82
Total	66508	2010	3,02

Source: made by authors

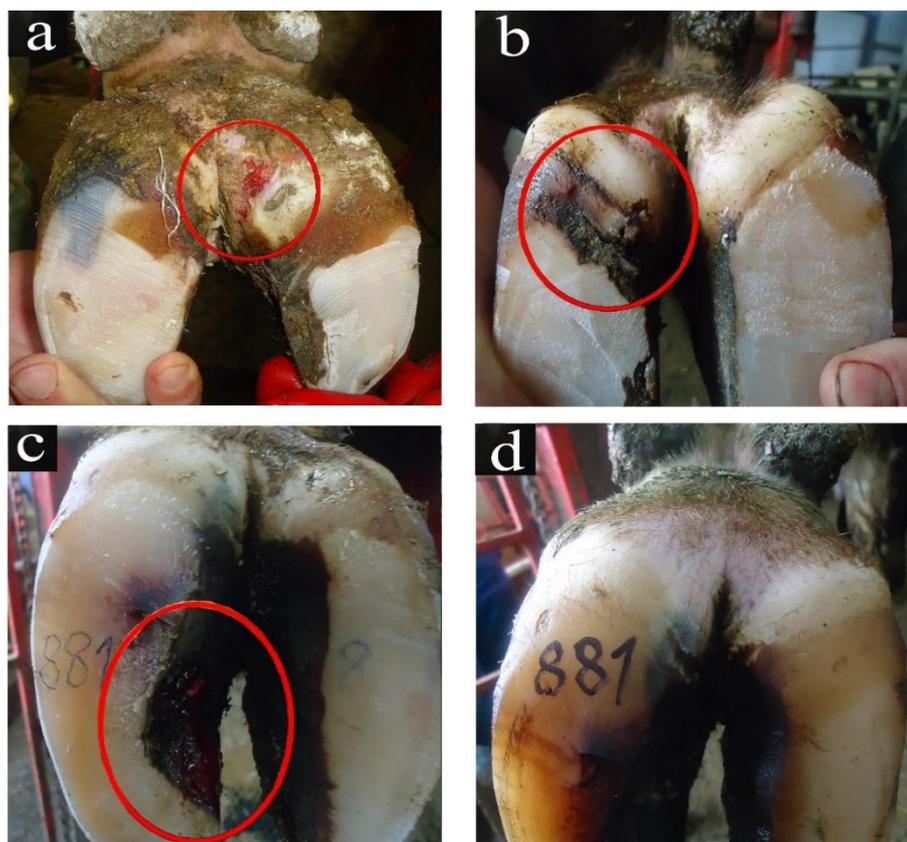


Fig. 1. Clinical stages of Montellaro Disease: a - the first stage, b - the second stage, c - third stage, d - outcome after treatment.

The structure of excretion of microorganisms from pathological material differed depending on the federal district (Table 2).

Table 2

The structure of microflora in cattle Montellaro Disease in the Russian Federation (2010 samples, %)

The structure of microflora, %	Federal District of the Russian Federation							
	Central (263 samples)	North-West (261 samples)	South (271 tests)	NorthCaucasus (251 tests)	Volga (252 test)	Ural (240 test)	Siberian (232 standard)	FarEast (241 samples)
<i>E.coli</i>	16	18	22	10	12	17	10	11
<i>S.aureus</i>	30	28	24	12	8	10	11	7
<i>S.epidermidis</i>	7	8	12	14	10	11	12	8
<i>E.faecalis</i>	10	9	14	12	9	10	15	10
<i>S.saprophiticus</i>	7	6	10	16	15	10	14	12
<i>S.pyogenes</i>	4	5	3	5	12	3	15	13
<i>S.agalactiae</i>	4	5	3	7	10	10	5	9
<i>F.necrophorum</i>	5	4	3	8	5	15	5	15
<i>C.perfringens</i>	11	12	5	10	12	10	5	10
<i>C.oedematiens</i>	6	5	4	6	7	4	8	5

Source: made by authors.

From the data of table 2 it can be seen that the structure of the microflora in the pathological focus was different. The largest percentage of *E.coli* was noted in the Southern Federal District, and the smallest in the North Caucasus and Siberian districts. In the Central Federal District there was the largest number of *S.aureus*, and the smallest in the Far East. The greatest number of *S.epidermidis* was noted in the North Caucasus region, and the smallest in the Central. The number of *E.faecalis* in the structure of microflora in Montellaro disease was the highest in the Siberian Federal District, and the smallest in the North-Western and North-Caucasian districts. The frequency of detectability of *S.saprophiticus* was the lowest in the Northwestern and the largest in the Volga Federal District. The smallest number of *S.pyogenes*, *S.agalactiae* and *F.necrophorum* were recorded in the Southern Federal District, and the largest in the Siberian, Ural and Volga districts, respectively. Approximately the same detection rate was observed in *C.perfringens* in all federal districts (10-12%), only in the Southern and Siberian districts the frequency of discharge from the pathological focus was at the level of 5%. The frequency of detecting *C.oedematiens* from pathological material in Montellaro disease was from 4 to 8%.

Conclusion

For the first time, features of the distribution, etiological factors and the frequency of occurrence of Montellaro Disease in Russia are shown - 3.02%. The differences in prevalence of bovine depending on the federal district are established. In the Siberian, Ural and Far Eastern districts, the frequency of occurrence of Montellaro Disease is less than 3%, namely 2.76, 2.95 and 2.82%, respectively. The detectability of the Montellaro Disease in the Central, North-Western, Southern, North-Caucasian and Volga Federal Districts was 3.08, 3.27, 3.11, 3.00 and 3.22%, respectively. The structure of associations of microorganisms isolated from pathological material also differed depending on the federal district.

Bacteriological studies have established differences in the associations of microorganisms *E. coli*, *S. aureus*, *S. epidermidis*, *E. faecalis*, *S. saprophiticus*, *S. pyogenes*, *S. agalactiae*, *F. necrophorum*, *C. perfringens*, *C.oedematiens* in the pathological focus of the Disease Montellaro depending on the Federal District of the Russian Federation.

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METHODS OF SPEECH IMPACT IN SPANISH ADVERTISING TEXTS

Abstract

The behavioral economics is gaining momentum, so the impact of the modern advertising tools is becoming more relevant. The article deals with the communicative mechanism of verbal suggestion practiced in commercial press advertising, through language acts, methods, linguistics means used to influence the consumer. The aim of the article is to identify the peculiarities and methods of speech impact in Spanish advertising texts on different categories of consumers. The role of language manipulation as a special form of influence on the consumer in advertising is defined.

Significance. *The behavioral economics studies and analyzes the impact of social, cognitive, and emotional factors on the actions of entities that are or have been influenced by a strategically designed plan, the ultimate goal of which is to consume goods or services in the context of bounded rationality.*

Conclusion. *It is proved that the use of properly designed advertising texts in suggestive advertising communication influences the consumer to make a purchase without thinking.*

Key words: *advertising text, suggestion, verbal means, non-verbal means, linguistic manipulation in advertising.*

Research of suggestion power on consumer is particularly relevant today because it is in line with the interests of the advertising policies of brands offering their products in the face of declining consumer demand. The study of the issue will also contribute to a better understanding of the suggestion strategy used in the texts of mass communication, the creation of better promotional products of suggestive orientation.

Review. Different aspects of the advertising phenomenon are examined by many Ukrainian and foreign scholars such as T.G. Dobrosklonskaya, V.V. Zirka, H. Kftandzhiev, M.M. Kohtev, T.M. Livshits; D.E. Rosenthal, I. Griliches, J. N. Lynch, G. Lochmele, E. McGregor, E. S. Turner, L.I. Konyuhova, D.Cardona, H. Cuadrado, E. Rodríguez, S.Corrall, F. Martínez, M.Conejero López. An essential contribution to the linguistic study of speech influence was made by scholars: L.I. Konyukhov, L.A. Kiselev, E.F. Tarasov, A.N. Baranov, P.B. Parshin and others.

However, scientific studies of the linguistic features of advertising need constant updating, since, the pragmatic orientation of advertising causes a continuous enrichment and diversification of its linguistic means,

which will allow to manipulate the consciousness and behavior of the person. "It is not a coincidence that advertisement is compared with art and religion according to power of the influence on the mass consciousness" [3, p. 159]. It should be noted that over time, the emphasis in the research of advertising texts has shifted from simply informing a person to prompting certain actions, changing value attitudes, perceptions and thoughts, etc., while maintaining the illusion of independence of the decisions made.

In defining the linguistic status of advertising, new components have emerged: "Advertising is a form of mass communication, which creates and disseminates informative, figurative, expressive and suggestive texts of irreversible impersonal character, paid by the advertiser and addressed to groups of people in order to encourage them to make the right choice and action necessary for the advertiser" [6, p. 35].

Suggestion is an "influence on the will and feeling of a person or compulsion to do something" [2, p. 1410]. The essence of suggestion is to influence a person's feelings through verbal or non-verbal means and

through them make an impact on his mind and will, in order to create certain states or stimulate certain actions. Famous scholar of the problems of suggestive influence on human consciousness V.M. Bekhterev believes that suggestion occurs without the will of the person who perceives the message, and often without a clear awareness on his part. The scientist describes suggestion as "invigorating" or "instilling ... through words of appropriate external or internal irritation" [1, p. 336].

The aim of the article is to identify the peculiarities and methods of speech influence in Spanish advertising texts on different categories of consumers.

The information base of the study is periodicals of international and Spanish magazines and newspapers (Vogue, Cosmopolitan, Objetivo Bienestar, Esquire, Men's health, GQ, El Mundo, El Pais), resources of the Internet, scientific collections, monographs, results of researches on problems of language manipulation in advertising texts, statistical materials and analytical review of international organizations.

The scientific novelty of the paper is that it first made an attempt to investigate the suggestive potential of linguistic means of suggestion realization and the frequency of their functioning in Spanish advertising for conscious influence on both one person and numerous addressees.

The scientific hypothesis lies in the use of linguistic means to express suggestion, which creates the social and psychological impact of advertising texts on consumer behavior.

Advertising is a complex and multidimensional phenomenon of social, economic and linguistic reality. The ability of advertising to form concepts and vivid images through which attention is drawn to a product has made it attractive for research in many sciences: marketing, psychology, economics, sociology, linguistics, political science, art, sociolinguistics and etc. In order to fulfill its purpose (encouraging the reader to buy a product), advertising text must combine conciseness, expressiveness and informative value. These characteristics are realized through a variety of linguistic tools at all levels of language: phonetic, morphological, lexical and syntactic.

From our perspective, language suggestion is a phenomenon of the pragmalinguistic order. It discovers a special "pragmatic and affective" dimension in which a person reflects the world of his feelings, emotions, psychological attitudes, etc. It should be noted at the outset that our use of the term "suggestion" is neutral and does not contain any negative connotation that is usually associated with the term.

Any advertising content is based on the preferences of the target consumer segment that has specific cultural

values, traditions and behavioral characteristics when purchasing a particular type of product or service.

Spanish advertisers make particular emphasis on unexpected storylines and memorable characters, thus trying to express their national temperament. The peculiarities of the Spaniard's worldview are reflected in such characteristics of advertising as its excessive theatricality, emotionality and dramatization. Therefore, Spanish advertising is focused on the creativity and value of ideas and is distinguished by its conciseness and vivid visualization, strong emotions and simple images. Numerous recommendations for creating effective advertising, in view of receptive consciousness, reflect and specifically implement the main functions of the artistic text (ontological, axiological, aesthetic and communicative). It is accepted by science that advertising text should accomplish four basic tasks, synthesized in the AIDA acronym formula (attraction, interest, desire, action), which can be considered as a kind of matrix of the functional program of the advertising genre.

In order to attract the attention that essentially becomes the first receptive act, the advertising product must first of all present the name of the advertised product, make the recipient memorize it and distinguish it among a variety of similar objects. The most promising, given the "literary nature" of the advertising text, are fictitious titles, because they are guided by the principle of aesthetics and generate many receptive reflections. The information becomes compelling if the person remembers it. Advertising researchers offer many tools to promote memorization (use of humor and associations, inclusion of signs and symbols in the advertising message, etc.), however, in our opinion, the most effective way is the functioning of mechanisms of suggestion verbalization in advertising.

The strategy of influencing the emotional state of the addressee is implemented by means of certain methods, in particular:

- 1) Creating an atmosphere of trust, kindness. Explicit forms of personal Spanish pronouns 2nd person singular and 1st person plural shorten the distance with the recipient: "*Nosotros movemos el mundo*" (car advertisement). For this purpose, the pronoun *tu* is often used instead of *su*: "*Walloo, tu primera Honda que nunca olvidarás*" (motorcycle advertisement).
- 2) Identifying solidarity with the addressee (your problems are our problems). For example: "*Su confort nuestro éxito. Simplemente debemos darle lo mejor*".
- 3) Some texts are based on associative juxtaposition (often far from the real nature of the object of advertising). For instance: "*Vive con sonrisa*" (advertising lipstick or toothpaste); "*No te dejes secar*" (beverage advertisement); "*Ni siquiera soñasteis*"

(advertisement of beds and mattresses); "*Siempre una cálida bienvenida*" (restaurant advertisement); "*Soluciones plásticas*" (window advertisement).

4) Use of lexical units with emotional and evaluative connotations. The focus on the positive traits and emotions of the recipient in the Spanish advertising messages in the letter positive attitude towards the advertised product. For example, the metaphor adds the slogan expressiveness: "*¡La mar de ventajas!*" (car advertisement); the epithet emphasizes the quality and benefits of the advertised product: "*¿Ganas de visitar Galicia? No deje de echarle un vistazo a estos magníficos hoteles en Pontevedra*"; superlative adjectives are used to maximize expressiveness in expression: "*La mejor película de espionaje de todos los tiempos*" (movie announcement). Especially important for Spanish advertising text are qualitative and evaluative antonyms that allow you to distinguish "successful purchase" from the number of "unsuccessful": "Falda mini- confianza maxi" (advertisement of hygiene products). Paronymic slogans are easy to remember and attract the attention of the recipient. Paronyms are a comic or figurative approximation of words that, due to similarity in sound and partial coincidence of morphemic composition, can sometimes be mistakenly used, so more often pun in the language is used. For example: "*Tenera gallega - la carne con carné*".

5) Avoiding the negative particles "no": the human mental state resists then, alerting, causing doubts. It is one thing to say in the advertisement of a medical product: "*¡No te enfermarás!*" and quite another thing: "*¡Te curará!*" or "*Nuestra crema no hace que tu cara envejezca*" will be replaced by "*Nuestra crema hace que tu cara sea joven*".

6) The use of the same or similar sounds in the context of a phrase or sentence has an affecting potential on the addressee: "Fanta, fantástico refresco".

7) The tactics of using a kinesthetic representative system, provided by vocabulary, which describe the world through feelings. One of the most common suggestive methods applied by Spanish advertising professionals is the simultaneous use of predicates corresponding to all three sensory structures.

8) The tactics of using the program "Pursuit of something" is the motivation for success. Those consumers who want something are most likely to perceive the benefits they get when buying a particular product. Example: "*Juntos podemos alcanzar cualquier meta. Incluso aquellas a las que no llega ningún camino. Hágase dueño de su libertad con el INFINITI QX30, un vehículo de gran versatilidad que le llevará allá donde desee. Subirse a este vehículo supone sacar a relucir su*

espíritu libre e iniciar nuevas aventuras que le hagan descubrir lugares aún desconocidos para muchos".

9) Tactics of using the program "From the desire from something" is the motivation for avoiding failure. Consumers seeking "From" firstly evaluate what problems they can avoid if they become the owner of a particular product, such as advertising message promoting a remedy against dandruff: "*Seamos francos sobre la caspa. Necesita tratamiento en el lugar donde comienza el problema, en las raíces del cabello. Utiliza Black Sensation- un champú anticaspa con una composición única. Contiene aceite de naftalán, una sustancia que afecta milagrosamente al cuerpo. Gracias a él, no solo puedes deshacerte de la caspa: el espectro de acción del champú es mucho más amplio. También mejorará notablemente la condición de su cabello, saturará el cuero cabelludo con minerales y vitaminas. En definitiva, se olvidará de pensar en la caspa y tendrá un cabello radiante y saludable*".

10) Tactics of using the program of "opportunity". Consumers of "opportunity program" are guided by the innovativeness, the possibilities, that they face when they buy goods or services. They like to experiment, to try everything new. "*Tú también puedes ser famosa por tu pelo. LANOFIL*" (shampoo advertisement).

11) Tactics of using the program of "action". Addressees of "action program" prefer order, clarity and accuracy in action. They are interested in a clear instruction, ease and safety of use of the product. Example: "*¡Protege tu cabello ahora! Cada mañana humedece el cabello y el cuero cabelludo generosamente con Ed. Eau de Quinine de Pinaud. Luego, con los dedos presionados firmemente, mueva el cuero cabelludo vigorosamente en todas las direcciones, trabajando el tónico a fondo en cada pulgada del cuero cabelludo. Peina tu cabello mientras aún está húmedo. Se colocará suavemente tal como lo desea. Este simple cuidado previene y destruye la caspa, estimula la circulación del cuero cabelludo y fortalece el cabello. Conviértalo en parte de su rutina matutina, ¡como cepillarse los dientes!*"

12) Illusion of choice. Advertising texts with a clear structure limit the number of alternatives to psychological schematization of the person, because the text itself implements a clearly defined scheme. For example: "*Puede elegir entre cuatro sedanes Clase S: el 560 SEL y 420 SEL V-8, y el 300 SEL y los nuevos modelos SE de seis cilindros*".

13) Full choice. The advertising text lists all possible behaviors of the consumer. The desirable and unwanted choices for the addressee are presented as desirable and undesirable for the addressee.

14) Assumptions. The advertising texts require the command to be presented as a pre-requisite or condition to perform any other action, less significant and consciously controllable.

15) A rhetorical question (express affirmation or objection)-to ask the addressee: "¿Quién te da más?" (bank advertisement).

16) Comparison of opposite ideas (antithesis), used to achieve greater clarity of images and a stronger expression of feelings. The effect is achieved by contrast: "*Lo que ocultamos en invierno, el verano lo delata. Comienza hoy tu dieta con los productos VIVE*" (advertisement of diet supplements).

17) Use of the imperative mood. The form of the imperative mood of the verb is found in every fourth advertising text. The following verbs are most commonly used: *prueba, confía, da, senti, abra, toma, confesa, piensa, comprueba, elija, inicia, presta atención, sonríe*. The imperative carries the charge, the appeal: "Deja de ser amigo. Conviértete en hombre" (advertisement of Axe body spray).

18) The consonance of the word endings and rhyme are used to mitigate the imperative nature of the advertising text and support the addressee's interest in the advertising text: "Para mi bebé papillas Nestlé".

Thus, the suggestive influence on the recipient's subconscious in the Spanish advertising text is carried out through various levels of verbal means and occurs through the use of a number of suggestive methods, the main purpose of which is to generate a positive

perception of information about the advertised product and the hidden, unobtrusive prompting that make the consumer to buy it. Consequently, the use of lexical units with emotional and evaluative connotations, associative juxtaposition, metaphors in Spanish advertisement is explained by the peculiarities of the perception of its carriers, since the Spaniards are characterized by figurative thinking.

Conclusions

1. The study of suggestion in the advertising text showed that in suggestive advertising communication, the elimination of rational mechanisms for the purpose of making a purchase without thinking is achieved by a properly designed advertising message. If the advertising message manages to "get" into emotions that are in tune with the dreams, expectations, mood of the consumer, then the power of its influence objectively affects the activity of the mind, reducing the level of criticality in the perception of the information being communicated.
2. Consequently, the quality of the Spanish advertising text is determined not by the artistic images and verbal forms, but by the accuracy, brightness and accessibility of the advertising image, the variety and orientation of the associative links, not the sophisticated composition, but the one that works best for communication. Suggestion strategy is in line with the goals of modern advertising, aimed at stimulating and increasing sales in terms of commodity wealth and reduction of consumer demand.

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MODELS OF FINANCING HIGHER EDUCATION INSTITUTIONS: CASE STUDIES

Abstract

The higher education sector plays a key role in the socio-economic development of any country. In recent years, the higher education sector has faced various changes and reforms worldwide that forced universities to implement new funding models. The purpose of this paper is to comprehend and observe the perceptions and responses of universities to the external pressures to implement new funding models.

The study employed concepts of the neo-institutional theory to analyze the organizational response of the two selected universities. The paper was a comparative case study between two universities, and it applied qualitative data, including semi-structured interviews and document analysis.

The main findings indicated the importance of key actors and their cooperation when some changes were introduced in the higher education field. It is vital to put due attention in establishing the cooperation, particularly a dialogue, between all stakeholders when a new funding model is initiated and introduced.

This study is conceptualized based on the studies, which have been done mostly in developed countries. This creates a limitation regarding the appropriateness and relevance of the examined findings from the studies that were conducted in different contexts.

Findings of this paper can potentially provide key actors with the relevant conclusions about the operation of the introduction of the new funding models and shed light on future discussions and successful implementations of such tools.

Key words: *higher education sector, funding models, neo-institutional theory, perception of and response to environmental forces, institutionalization*

I. Introduction

The higher education sector plays a key role in the socio-economic development of any country. In recent years, the higher education sector has faced various changes and reforms worldwide. One of the noticeable changes was the NPM trend, which focused on concepts like efficiency, effectiveness, accountability, and transparency. These concepts have forced universities to implement new funding models that were considered more efficient and effective. The perceptions and responses of HEIs to the new funding arrangements are the central issues in the implementation of the government-initiated reforms. Consequently, this paper tries to determine and define the response of two universities, namely Taras Shevchenko Kyiv National University (TSKNU) and Nord University (NU), to the

introduction of new funding arrangements, initiated by the authorities.

The study employed concepts of the neo-institutional theory to analyze the organizational response of the two selected universities. The paper was a comparative case study between two universities, and it applied qualitative data, including semi-structured interviews and document analysis.

The main findings indicated the importance of key actors and their cooperation when some changes were introduced in the higher education field. It is vital to put due attention in establishing the cooperation, particularly a dialogue, between all stakeholders when a new funding model is initiated and introduced since these stakeholders will shape and form the response strategy of the

university to the future changes. Besides, the lack of a shared understanding of the value of the reform may cause resistance from the university community, and the new funding model was not adopted. Therefore, the government should develop the university-wide awareness of the value and nature of the new funding model since it is commonly known that both normative and cognitive components of the institutional environment form organizational behaviour and may cause internalization of any institutional change.

This research may potentially provide useful guidelines and recommendations for the university community. It may create important pieces of empirical evidence for the university community, particularly for the university leaders, and policymakers about the reforming process and response nature regarding the changes in funding systems. Therefore, findings of this paper can potentially provide key actors with the relevant conclusions about the operation of the introduction of the new funding models and shed light on future discussions and successful implementations of such tools.

At the university level, it may provide appropriate information for the university leaders, academics and managers about the adoption process of the new funding arrangements and various patterns of possible responses to these changes. The pieces of evidence of this research may serve as prerequisites, which should be taken into consideration when any change in funding models will be set and initiated.

The structure of the research is as follows. The paper includes four chapters. In Chapter 1, both a literature review and theoretical background are presented. Chapter 2, for its part, represents methodological considerations of the research. The empirical part discussed in Chapter 3. In this chapter, two cases are presented, including the Ukrainian case and Norwegian one. Firstly, the contexts of two higher education sectors are analyzed. After that, pieces of empirical evidence regarding the perceptions of and responses to the new funding models discussed. This Chapter provides readers with an overview of two higher education sectors and particularly with the analysis of the perceptions and reactions of the universities to the new funding arrangements.

Chapter 4 comprises the main discussion of the findings of the study and significant conclusions from the analysis of the results.

I. THEORETICAL BACKGROUND

1.1. Literature review

A significant number of literature has been observed around the concept of managerialism in the higher education sector, including business tools for improving

an efficiency, effectiveness and transparency in order to make universities more adaptive and innovative [13, 14, 46]. The literature review indicated that many studies focused more on the triggers of managerialism, the implementation process of the new business tools, particularly new funding models [11]. However, the perception of and response to environmental demands regarding the implementation of business-oriented reforms by universities still considered as under-researched area [18, 29].

According to [12], various transformations and reforms have taken place in the higher education sector across the world. In this regard, a decisive role of the higher education sector in social, cultural, political and economic development has been observed [45]. It is notable that many efforts have been made in the higher education policy discussions to answer the question how to manage higher education institutions (HEIs) efficiently and effectively [13]. A detailed observation of the higher education reforms reveals that the focus of changes has not only been associated with the transformation of the shape and structure of universities, but mostly with the demand for increase in efficiency, effectiveness and accountability concepts, which are related to business-oriented elements [12, 16].

One of the most considerable transitions in the public sector, particularly in the higher education field, has been the introduction of the New Public Management (NPM) agenda. Undoubtedly, NPM is a broad notion for many managerial ideas, often adopted from the private sector, embracing business tools such as competition, corporatization, financialization etc. in the public sector [19, 24, 41]. Despite the complex nature of the NPM movement, its essential idea remains the same, mainly meaning the transformation of the private sector management practices and tools to the public sector [14]. Many academics in the higher education field identified a rise of managerialism in HEIs [3, 14, 41].

According to [17], changes and transformations in higher education systems embrace an essential shift from the funding based on incremental development towards output-based criteria of allocations. Such reforms have been initiated in many developed and developing countries across the world in order to improve efficiency and effectiveness in the public sector as a whole and the higher education sector as particular [50].

The implementation of new funding models, which are oriented more on performance measurement, has been criticized by some academics in higher education field [1]. The focus of this criticism relates to the mismatch of values between the private and public sectors [3, 41, 42]. The argument here is that universities have different cultures and values in comparison to the rational system

of the new funding models, which are mostly oriented on performance measurement.

Moreover, it should be noted that HEIs are complex and multilateral organizations with a significant number of various targets, lacking from time to time matching of these targets, as well as inputs and outputs [21]. Additionally, according to [17], there is also a lack of an appropriate technique of evaluating universities since measuring and assessing the performance of universities' activities is not an easy task in knowledge field [25]. Therefore, transformations in funding models may have significant intended and unintended results on the internal dynamics of HEIs [17, 23, 30].

More importantly, the context of this study may be of great interest when studying higher education reforms in the Nordic region and more exceptional in Central Eastern Europe (CEE) countries. Most academics have examined universities in Western Europe or America, mainly focusing on highly ranked HEIs [4, 51]. Therefore, this paper can add new insights regarding the reforming of the higher education sector in CEE – a region that still not well researched and that is experiencing economic, political and social transformation. According to [49], the context of post-Soviet countries considered as a new call for academics in examining higher education sector reforms.

1.2. NPM-driven reform as a global reform trend

In many developed and developing countries, a transition from public sector mechanisms towards private sector practices is recognized, which accompanied by changes in the style of governance and management [9]. This shift has frequently been labelled as New Public Management (NPM) or managerialism [19, 42, 44]. NPM has globally become an attractive basis in the contemporary public sector reform agenda [27, 28, 32, 43] and it is useful to discover the changes in the funding of higher education through the public management perspective [40].

The concept of managerialism is an impression of diverse tendencies [1]; that is why its opponents can perceive the sense of it in different ways. Nevertheless, despite different perceptions, it is generally accepted that NPM has core components, which seem to be similar in all contexts. There are some governance principles, which have prevailed the modern public reform agenda, in particular: a governance in the public sector by professional managers; measures of performance; output control mechanisms; a decentralization of municipal units; a higher competition between public sector organizations; an internationalization process among public sector organizations; an increase in accountability to external stakeholders as well as an increase in transparency of all public sector processes; and an austerity in resource use that mainly means do more with less [19].

The components of NPM in this study recognized through the lens of higher education funding field in order to contextualize the ideas of this trend. According to [16], the main elements of NPM, which are connected to the higher education funding, can be described as follows: funding reforms focus on performance in core university activities, market orientation of the improvements with the objective of increasing competition, including budget reductions or introduction of the new funding models based on output criteria and more vertical distinction between HEIs.

Evaluation of the impact of the funding mechanism on HEI is directly related to the level of analysis, which is considered to be taken into account in a particular study. There may be two variations, such as top-down manner and bottom-up perspective. The former one focuses on funding policies and how they are going to be implemented and put into practice. The latter one looks at the influence of the government's funding models on HEI and assumed implications, which can appear consequently. A discrepancy may be uncovered between policy and opportunity for implementation, including the conflicts with the internal organization of HEI.

1.3. Neo-institutional theory and higher education field

Talking about a higher education field, a neo-institutional theory has gained attention only in the 1990s. Since then, there has been a gradual growth in a higher education research agenda in terms of applying the mentioned theory, particularly paying great attention to the institutionalization process, external pressures, as well as the relationship between an organization and institutional environment [5]. According to many academics [2, 15], a significant number of transformations in HEIs has been perceived as a strategic reaction to environmental pressures, that is why the reform process has been given much observation. A general assumption amongst these academics is that HEIs are recognized as a part of the extremely institutionalized environment, ruled by taken-for-granted values, beliefs and norms.

During a couple of decades, different researchers have used neo-institutional theory to understand the responses of HEIs to external forces [20, 31]. These academics believe that transformations in the higher education field in most cases are shaped and caused by taken-for-granted values. As an illustration, there is a study of organizational responses of the professional schools in an American university to a wide variety of environmental pressures [47]. In this study, there are pieces of evidence that external expectations and requirements mainly force the reactions of universities to changes.

Furthermore, the authors [15] have examined a change in a research-related performance measurement system and changes regarding the use of the performance information by two Polish business schools. A primary

finding of this study reveals that the main reason behind the difference in the university system is influential stakeholders, who have a considerable influence on organizational processes.

Moreover, there is a study about the importance of global pressure (isomorphism) concerning a transformation of a governance model and a funding mechanism in HEIs [5]. He has found out that Chinese HE sector is strongly affected by a global trend, encompassing homogeneous ideas and practices, which are recognized internationally. The global isomorphic power also explains a tendency to modify the funding model of HEIs by adopting output-based mechanisms [16].

II. Methodology

In order to reach the previously set goal of the paper, the study applied a qualitative research methodology. According to [33], the focus of qualitative analysis is to understand and explore meanings, ideas and values in their context.

The research problem in qualitative approach can be discovered from the perspective of the individuals, who hold relevant information, in particular settings and circumstances. To put it simply, the qualitative method offers an excellent opportunity for academics to understand entirely the opinions of people, who possibly have different visions towards any social phenomenon in its context. Therefore, the main advantage of using a qualitative approach is that it can provide a complicated explanation of attitudes that people possess regarding any issue in a real-life environment [54].

As for the purpose of the research, the investigation of the organizational response of the universities is done at the university level since the universities in this study are considered as individual entities. In total, six interviews, three from Taras Shevchenko Kyiv National University and three from Nord University, have been conducted from April 2019 until May 2019 to grasp the response of two universities from the perspective of managers and academics.

III. Empirical research

3.1. *The funding system of the Norwegian higher education*

It is essential to state that the Norwegian higher education sector has started to develop back in the 1950s with introducing Norwegian welfare state model [26]. In general, this model proclaimed that all educational entities are opened for society, and every individual has a right to access all education levels. Consequently, the higher education sector in Norway has expanded, and demand for the reforming process has occurred.

According to [26], national commissions play a significant role in the policy-making process in Norway. In most cases, the Ministry of Education and Research establishes a national commission to address a particular problem that should be resolved. The commission issues a report that can be considered as a white paper, discussing how it will cope with the existed problems. In my case, it is interesting to look at Mjøs commission, which has been created by the end of the 1990s, because its report formed the ground for one of the most significant reforms in Norwegian higher education sector – the Quality Reform 2002 [26]. After the setting up the commission, the focus in Norwegian higher education sector has moved from traditional bureaucratic style to managerial one, but without neglecting the welfare state configurations [37].

The report of the Mjøs commission addressed many aspects, which were incorporated in the Bologna Declaration. In this regard, the Quality Reform was seen as an external legitimization of the Bologna process [26]. The Bologna process has spread across Europe in order to harmonize and integrate higher education systems [8]. In general, the Bologna process is associated with the Lisbon Declaration (2000), which has planned to spread the idea of a knowledge-based economy in Europe.

Generally, the Quality Reform caused an increase in the institutional and financial autonomy; a development of a new governance model with an introduction of university boards; an internationalization process; a presentation of the new funding mechanism, consisting of a basic component (60%) and performance-based component (40%) oriented on the universities' results [52]. Despite a significant number of changes introduced by the reform, this study focuses on the changes in the funding model because of the purpose of the research.

The new funding model in Norwegian higher education system was presented and implemented in order to address issues related to the efficiency and effectiveness of Norwegian universities. The main reason for the reforming the old funding system was a structural disbalance between education and research funding [52]. In this regard, the new formula-based funding model has been divided into three components, including an education component (25%), a research component (15%) and a basic component (60%). In general, the education component is based on the production of students, particularly on the number of graduate students and international exchange programs. The research component primarily based on the number of publications produced by employed academics.

With the introduction of the new funding arrangement, Norwegian universities received a better financial autonomy, allowing them to decide how exactly they want to allocate public funding between different types

of their activities [52]. This implies that there was a transition of responsibilities from the Ministry of Education and Research to HEIs. In this regard, considering the education component, a limitation ceiling of the revenue production was terminated, which consequently lead to the growth of the revenues in the higher education sector [52]. Considering the research component, it was proclaimed that one-half of the funding would be allocated on the performance basis, taking into account publication output, and one-half would be allocated to strategic purposes like funding of PhD students. As to the basic component, the aim was to satisfy all operational and maintenance needs, considering differences regarding the disciplines, geographical positions, and fluctuation in the student number [52]. Moreover, it is vital that HEIs in Norway have access to external funding from the Research Council of Norway and other research organizations. It created an excellent opportunity for them to support their research activities and become more autonomous from government control.

Moreover, the Quality Reform gave considerable freedom to universities regarding the choice of subjects and programs that the university would like to offer. However, the government monitors the performance of any HEIs in order to control the quality of universities' activities. The result of the evaluation directly influences the resource allocation mechanism, using the new formula-based funding system [52].

It should be noted that the relationship between basic funds and result-based allocations might vary between

different HEIs [34]. For this reason, an executive board of the university should consider to what extent the national performance incentives for three core activities (education, research, and cooperation with society and business sphere) would be applied in the internal allocation system. Furthermore, the executive board should decide, whether the university should create additional performance incentives to support its own goals and strategies [34].

It is essential that the Norwegian funding model has been evolving since the Quality Reform. The latest change has been presented in 2017 by the Ministry of Education and Research. The Ministry introduced some corrections to the result-based component, adding some new indicators to develop the existed system. In this regard, performance-based funding has become a result of eight quantitative indicators that try to measure the achievements of HEIs [34].

The result-based allocation of funds is distributed based on the following indicators (see Table 1).

Moreover, the performance-based funding has indicators with opened and closed budgetary framework. The opened frame means that HEIs receive more funds if they have more credits, graduates, doctoral candidates and exchange students in comparison with the previous individual performance. The closed framework means that the allocations for the individual university depend on collective results in the higher education sector.

Table 1

Eight quantitative indicators that are related to result-based component [34]

<i>No.</i>	<i>Indicator</i>	<i>Framework</i>
1	Number of credits	Opened
2	Number of exchange students (including Erasmus+)	Opened
3	Number of graduates	Opened
4	Number of doctoral candidates	Opened
5	Funds from the EU	Closed
6	Funds from Norway Research Council and Regional Research Fund	Closed
7	Income from grant and commission activities (BOA)	Closed
8	Number of scientific publications (publication points)	Closed

According to [26], the Quality Reform was considered as a successful reform in Norwegian higher education sector, leading to the improvement of the efficiency and effectiveness of the universities. Besides, according [17], in general, the Norwegian higher education sector has faced many improvements and developments since the introduction of the Quality Reform. In addition, Rokkan Centre at the University of Bergen made an evaluation of the Quality Reform and the main findings of this evaluation have been presented in an official report [34].

Going to collected pieces of empirical evidence, it is crucial that all informants from Nord University highlighted that there was a need for the development of the university's funding model. All interviewees agreed on the rationale behind the change in the funding allocation mechanism. The main reasons for the change were the increasing number of students, the inefficiency of the university and the demand for more accountability. Overall, from the pieces of evidence, all informants acknowledged a need for the change and its appropriateness, confirming that the change was an inevitable part of the future development. Interviewees supported an introduction of the performance-based funding, and they argued about the relevance of this system to the university's values and beliefs. It is vital that for all informants the relevance of the new funding model was a critical aspect. They assumed that a successful implementation depends on the general understanding of the change. It implies that interrelation between content and context of any reform is a vital component of its effective implementation.

All respondents indicated that the government was a main initiator and producer of this change. However, the new funding model was seen as a tool for improving the university's performance regardless of the fact who had initiated the change. Generally, they confirmed that whoever was an initiator the rationale behind this change played a decisive role in supporting the reforming process. This opinion was also supported by the Ministry, who stated, "performance-based funding is relevant since society needs to know where the money is spent or invested in the higher education sector" [37].

Talking about the implementation process, in general, many discussions have taken place during the initial stage of the implementation process. It is crucial that dialogue between all stakeholders has been built because it might be useful to consider all opinions and feedbacks. It is evident that if all actors discuss issues that are related to the change, a common understanding of the nature and relevance of this change can be established.

All respondents agreed that the adoption of the new funding model showed the hierarchical system among all actors, beginning with the government and ending to the individuals. Despite this top-down system, interviewees

shared the opinion about mutual trust between all players and their cooperation at all levels. Most informants consented that the government drove the change with the agreement of the university community, and this was considered as a crucially important factor in the effective implementation of any initiative (I1, I2).

Significantly, many discussions were held not only on the national level but also on the university level. Therefore, despite the direct role of the government, many initiatives were established by the university leaders in order to connect all players. In general, the implementation process was a top-down, but with the significant involvement of the university leaders, managers and academics.

It is interesting to notice that a top-down approach of the implementation of the new funding model was seen as not a pressure; instead, all interviewees considered this approach as relevant because of the need to change the old way of funding allocation (I1). More importantly that the university did not resist to follow a top-down approach, rather it preferred the way in which the new funding arrangement was presented.

The other important topic during the interviewing process was a discussion of the institutionalization process regarding the new funding model. It is essential that all participants shared an idea that proper institutionalization of the reform initiative was connected with the universal recognition of it by the university collective. It mainly means that if the university community realizes that the change is valuable and useful, the institutionalization process will not be decoupled. Notably that all interviewees agreed on the regulative pressures, the government applied to initiate the change, as well as cultural-cognitive elements that were represented by the common understanding of the value of the change.

Regarding the regulative pressure, which is related to legislative frameworks (laws, rules, etc.), it had a significant influence on the implementation process because the role of the government was a decisive one.

The institutionalization of this change hardly could be labelled as a symbolic one; on the contrary, it was more voluntary compliance with an acceptance of the change. From the view of the respondents, the government and the university set a fruitful dialogue and elucidated the shift to all actors.

In general, respondents agreed on the compliance strategy to institutionalize the performance-based funding, including a common view of the necessity of the reform. Despite a big bang approach of introducing the change, many discussions were held, and all details were given due attention. The university tried to carry out

regular educational pieces of training, rather than to use only coercive approaches in order to force the university units to comply with the new funding system. It seems that both pieces of training and discussions created a feeling of engagement and connection within the majority of the university community. In this regard, the university and the government showed preparedness and readiness to handle this change, introducing the new funding model.

Considering a response strategy to the changes in the institutional environment, it is essential to look at activities, actions, and initiatives applied by the university when it faced the new funding system. The response strategy relates to how the university has relied on new demands and requirements. As it was discussed in the theoretical part, the study employed Oliver's categorization of strategic responses to the changes in the institutional environment, including manipulation, defiance, avoidance, compromise, and acquiescence. In order to reduce the complexity of this categorization, it can be split into three categories, such as manipulation (active), symbolic compliance (decoupling), and compliance (acceptance).

With the introduction of the Quality Reform, the university implemented a new degree system that assumed a transition to the Bachelor and Master degrees. Furthermore, the university applied new the ECTS system and modern system of grades (from A to F). Besides, new quality considerations and evaluations were set in order to assure a high quality of education and research. More importantly, the university introduced a new performance-based funding model, which consisted of many incentives and financial rewards. For instance, the university begun to monitor ECTS production and student exchange flow since the incentives were created regarding these issues, and this was perceived positively by the university (I1).

Moreover, the new system was based on measuring and comparing the outputs from the universities, while the old one was based on a calculation of what the different universities needed in inputs to run their operations. This means that the new one created incentives for the institution to be more efficient and effective in production. In general, the stimuli were perceived in the right way because the university community understood that incentives are always right for the improvement of efficiency and effectiveness (I2).

Nonetheless, it is impossible that the new system had only benefits and positive impacts; therefore, it is reasonable to look at the research activity. For example, a three-point list was created in order to evaluate the production of the research publications (I2).

With the introduction of financial rewards in the research activity, there has been an increase in the number of publications (I2). However, an increase in publications does not mean an increase in quality (I2). In this regard, a quantification of the research might appear, and some academics worried about this (I1). Nevertheless, it is vital that the system has been evolving from the initial stage of the implementation process. That is why details, as it was stated before, were given due attention because they were considered as very tricky part (I2).

All in all, the changes that have been made and introduced within the university highlighted that the university has complied with the demands of the reform. The pieces of evidence imply that the university has implemented the new funding model with a shared understanding about the relevance of this change at all levels, beginning from the national level and ending on the individual level. It should be noted that all informants were utterly agreed on the compliance of the university to the performance-based funding as an appropriate transformation for the whole higher education sector. The results indicate that the critical element in the successful implementation of such kind of reform is a common understanding between politicians, bureaucrats and the university collective (I2). Therefore, having open discussions between all groups is a vital part of the implementation process.

3.2. The funding system of the Ukrainian higher education

As the first consideration, for decades, Ukrainian higher education sector, as a part of the socio-economic context, has been shaped by colonial dependencies and powers [48]. Some academics believe that the Soviet Union establishment might have provided a rise in Ukraine higher education and social development [48]. Nevertheless, from the time passed, society realized that the establishment of communism governance arrangement tightened a colonial dependency. It is notable that during the Soviet time, the higher education sector of Ukraine was actively censored and there was no room for independent science [10]. The economic and military demands forced decision-making processes in Ukrainian universities, setting particular ways of their development [38]. For example, according to [38], Ukrainian R&D sector was pressured entirely by the Soviet military-industrial complex, which caused a disbalance in research activity.

The collapse of the Soviet Union offered an excellent opportunity for Ukraine to set up a new independent higher education system, leading to social, cultural and educational developments and improvements. From that time, universities were suddenly confronted with the demand to rearrange their strategies and activities, focusing more on modern independent systems of governance induced by the Western partners [39]. For

instance, after the Orange Revolution of 2004, the government tried to build a new governance model in universities, but, in general, it failed when neo-Soviet political forces returned to power [38].

Nevertheless, it should be noted that during those times, the new funding model was introduced, changing the old command-administrative principle to the more managerial way of budgeting. The new model, labelled as a targeted-program approach, has been presented at the beginning of the 2000s, and it has been evolving since the implementation stage. In general, according to [22], this system is a traditional form of funding, based on the allocation claims from universities to the budgetary authorities. The system is characterized by the negotiated

nature of the allocation process and incremental principle, which means that funding is calculated based on the previous year's allocations. Moreover, it is a common practice that the budget in this system is divided into separate items, which are negotiated between two sides of the process (HEI and government), meaning a line item funding base. It is essential that the allocation of funds is not forecasted and it is basically based on cost projections [22].

As it is stated above, financing of HEIs in the Ukrainian higher education sector is carried out according to targeted-program approach. Depending on the status, type, license and accreditations, the amount of funding is determined by the following main programs (see Table 2).

Table 2

Main programs of the financing of HEIs [35]

<i>No.</i>	<i>Code</i>	<i>Name</i>
1	KPKV 2201040	Research, scientific and technical developments, execution of state target programs and government orders, training of scientific personnel, financial support of the press, development of scientific infrastructure, scientific objects that contribute to the national heritage, and ensuring the activities of the State Fund for Fundamental Research.
2	KPKV 2201160	Training of personnel at higher educational institutions of III and IV levels of accreditation and ensuring the activity of their practice bases.
3	KPKV 2201100	Provision of education in secondary schools of social rehabilitation, general lyceum-boarding schools, gymnasium-boarding schools with increased military-physical training and other public education institutions.
4	KPKV 2201150	Training of higher educational institutions of the 1st and 2nd accreditation levels and ensuring the activity of their practice bases.
5	KPKV 2201380	Implementation of Ukraine's commitments in the field of international scientific and technical cooperation.

It should be noted that Taras Shevchenko Kyiv National University, which has a status of a self-governing (autonomous) research national higher educational institution, is provided with the increased financing of programs of long-term development of the university. Therefore, the university has separate budget lines in the State Budget of Ukraine and its separate budget programs, which are financed together with the mentioned above programs: KPKV 2201280 (Training of personnel at Taras Shevchenko Kyiv National University) and KPKV 2201290 (Research, scientific and technical developments, conducting scientific events by the Taras Shevchenko Kyiv National University, financial support of scientific objects that contribute to the national heritage). Moreover, the university has its budget passport that mainly is considered as a document defining the purpose, tasks, responsible executors,

performance indicators and other characteristics of the budget program [36].

According to [53], sources of funding for public universities are divided into the following funds: general fund (budget funds) and special fund (extrabudgetary funds). Own and attracted funds are those receipts that form a special fund and are used to realize the main functions of public universities in accordance with the legislation. The main types of revenues of the special fund of public universities are: funds received in the form of tuition fees; from the implementation of additional (economic) activities and commercial services; from the sale and lease of property; charitable contributions, grants, donations, sponsors' money; credit resources; international assistance and others [53]. According to [7], the primary source of funding for public universities is

currently state budget funding (48-85%), which is used to train personnel and carry out scientific research and technical development. Another vital element in the formation of financial resources of state universities is their revenues received from the provision of paid services (15 - 52%).

Since 2009, a broad public debate on higher education reform has taken place in Ukraine. The ageing of many legislative norms and practices has become evident. The existing system of higher education financing has risen much criticism for several reasons. First, the budget allocations of public universities were not transparent. It is a common practice that the information on their distribution remained unavailable to the public. Secondly, the question of determining the value of one place of public order has remained controversial. This implied that the price of education of one student has remained unregulated.

The new Law on Higher Education adopted in July 2014 almost did not change the system of higher education financing. The only innovation it introduced concerns the procedure for distributing state orders for bachelor programs, which, according to the law, should have been changed in the summer of 2016. This was about introducing some of the elements of the so-called "money goes for student" approach. This approach of financing is broadly known as a voucher system. According to [22], it is assumed that a student receives a right to a certain amount of money which is transferred to the account of the institution where the person decided to acquire education. A vital element of the voucher model is a demand-driven orientation, not supply. This means that the government focuses on individual consumers, allowing them to choose whatever university, course they want.

According to [6], despite the desire to introduce the new model of financing, many challenges have taken place after the introduction of the new Law on Higher Education. Hence, in practice, the law was not able to guarantee the desired transparency and efficiency of state financing of HEIs and publicity of this process entirely depended on the university will, which confirmed the experience of the competitions in 2013-2015 [6].

Going to collected pieces of evidence, it is reasonable to observe two changes regarding the funding model that have taken place in the Ukrainian higher education sector because the current funding model is in the middle of the transformation. However, the study paid more attention to the second change since it has appeared later. The first is related to the introduction of targeted-program approach at the beginning of the 2000s. The second change is associated with the initiation of "money goes for student" approach or so-called voucher system. It is notable that the second system has not been completely

applied and the reasons for the failure would be discussed further.

All interviews shared the view that the targeted-program approach was a necessary step towards improving the existed situation. According to Interviewee 4, before the introduction of the mentioned model, the Soviet system of funding was applied. This system was characterized by an over-centralized perspective without any concerns regarding the performance of public universities. Everything was forced by the central-planning mechanism (I5). For example, there was a plan of how many students the university should educate (I4). Undoubtedly, the system had many disadvantages, such as over bureaucratization, lack of efficiency and effectiveness, disbalance in decision-making process etc. (I4). For these reasons, the targeted-program model was introduced at the beginning of the 2000s.

Not surprisingly, the change was directly taken by the government because all informants agreed that universities could not initiate and introduce any considerable changes by themselves. Consequently, all respondents considered that it was reasonable and relevant that the government initiated the transformation towards the targeted-program model. The perceptions of respondents were similar regarding the dominant role of the government in the introduction of the reform, and they agreed that it did not have any detrimental effect on the successful implementation.

Since the implementation stage, the new system has evolved. It is crucial that the process of the implementation was steady, and the phases were proceeded gradually (I4, I5). Many discussions were held on issues related to the appropriateness and relevance of the change (I5). Therefore, the main actors consciously accepted the change because they understood the nature behind it, and there was no alternative (I6).

The institutionalization process was also discussed with the respondents, and they all agreed that the successful institutionalization of the change was directly related to the common recognition of all actors about the importance and usefulness of the introduced reform. The interviewees shared the opinion that the government applied regulative pressures in order to initiate the change. Moreover, they identified that the cultural-cognitive element was a part of the transformation process because a common understanding of the value of reform was set.

Therefore, during the implementation of the targeted-program approach, there was a support of the regulative pressures by the cultural-cognitive elements, which consequently provided satisfaction and compliance with the change. In this regard, all informants shared a

viewpoint that the university support the compliance of the reform, and it did not resist this change.

The system of targeted-program approach has been working since the 2000s. According to all respondents, the existing financing model has much criticism for several reasons. First, the budget places between universities were not transparent; information on their distribution remained unavailable to the public. Secondly, the question of determining the value of education of one student has been a controversial issue. Besides, the existing model has been characterized as out-of-date, inefficient and ineffective funding mechanism concerning the global trends [6]. Therefore, since 2009, broad public discussions about the reforming of the higher education sector have taken place in Ukraine. After the discussions, the new Law on Higher Education was introduced in July 2014, and it almost did not change the existed funding model. The only development was related to the procedure for allocation of state orders for bachelor programs, which, according to the law, should have been changed in the summer of 2016. This was about introducing some of the elements of the so called "money goes for student" approach.

All respondents agreed that the "money goes for student" approach (so called voucher system) has not worked in practice during these years. The laws have been under development, and several bills are already passing the review process (I5).

It is vital that interviewees highlighted the necessity for the reforming of the funding mechanism because they considered it an out-of-date system.

Moreover, respondents argued that the change had not been considered as a direct reply on the needs of the HEI. This transformation was a part of the national process of the reforming of the public sector. The higher education sector has been regarded as a part of the whole reforming process (I5). Therefore, both the national and international agendas played a significant role in the introduction of any reforms related to Ukrainian higher education sector.

All interviewees had a similar viewpoint that the reform of the funding model was totally initiated in a top-down manner as well as the improvement of the targeted-program model. Moreover, they agreed that there was no alternative to introducing such change because of the complexity of the issue. The university was lack of resources and competence to set the reforming process of the funding model alone. However, the difference has occurred about the discussions of the introduction of the new model. All interviewees stated that there was a little number of discussions, and the government tried to push the change without setting a dialogue.

In this regard, despite all actors realized the need for changing the old system, there was a lack of communication between all of them. The meetings were not held in reality, which consequently created a disbalance between stakeholders about the understanding and value of the reform. It should be noted that most players of the reforming process had limited knowledge about the new funding system (I5). Therefore, it created many questions about the relevance and appropriateness of such introduction of the change when many people did not comprehend what was going on (I4). In general, according to all interviewees, there was a problem in common understanding that relates to changes in financial models.

Despite the fact that in the reports the government stated that there were many discussions regarding this issue, in practice, the situation was different (I4). This mainly means that the government has tried to decouple the requirements that it had established before. From the point of the Interviewee 5, the university had a desire, as the whole higher education sector, to take part in the process of the transformation. However, for the government, it was difficult to organize such discussions, and it just considered to rely on their experts, neglecting in some way a big part of other stakeholders (I5). During the initiation stage, rare discussions were held between the university leaders and the academic community on issues connected to the nature of this change (I5). Therefore, many stakeholders simply did not understand what is behind the new funding approach.

It is crucial that the university was forced to adopt the new system, and it did not have an opportunity to adjust or reject the change (I6). However, according to Interviewee 6, the pressure from the government was not significant and, in practice, the system did not change a lot. Some pilot versions of the new demand driven funding systems were set, but it was done only to show some movements (I6). The hierarchical system was seen as a detrimental effect since the government tried to push the reform without the relevant knowledge of the university community (I5).

It is notable that respondents shared the viewpoint on the regulative pressures from the government as well as they agreed on the low extent of institutionalization of the new funding approach. Moreover, informants agreed that the university applied just regulative pressures, neglecting normative and cultural-cognitive elements. From the point of the Interviewee 6, excessive focus on the regulative forces resulted in symbolic compliance of the new funding approach. Therefore, the government failed to set a common understanding between all players regarding this change (I6).

Regarding the response of the university to the changes in the funding model, there were some attempts and pilot

steps to look how the new system would work, but, in reality, the funding model remained targeted-program (I6). From the point of Interview 6, the university and the government should look at the implementation process of the targeted-program approach. This was also supported by the Interviewee 5.

All in all, the problem was that there was a lack of a common understanding of the nature of the reform. According to all interviewees, there were only attempts to look committed to the regulative pressures without any efforts to solve the real problem regarding the funding model. To put it simply, from both sides, there were only attempts to show the change; however, in reality, nothing significant has been made.

IV. Discussion and Conclusions

As it was discussed in the empirical part, both performance-based funding and targeted-program approach were forced to the universities by the authorities with the construction of a dialogue between all stakeholders. It was discovered that authorities chose different methods to introduce funding models such as forcing and convincing approaches. Forcing practices were related to regulative processes, including setting rules, requirements, and controlling the implementation process. Convincing methods were associated with cognitive processes, embracing the overall understanding of the value of introduced changes by universities' communities.

Nevertheless, regarding the "money goes for student" approach, a picture of the implementation process was totally different. This approach was pushed to the TSKNU by the authorities without consulting and discussing the university. Only forcing methods were applied by the government, namely regulative pressures of the setting the rules and controlling activities. Therefore, the institutionalization process of the voucher system at TSKNU was indicated as obligatory compliance with the new requirements. Consequently, this mandatory nature of the pressure created resistance from the university collective in the implementation process of the new funding mechanism.

The NPM trend has become an alternative course to the 'traditional' one in terms of management of public entities, focusing on increasing the efficiency and

effectiveness in the public sector. Despite much criticism of the NPM concept, it is indicated that many management practices and business tools are still introducing in all fields of the public sector, including the new funding models oriented on performance indicators and output criteria.

The business-oriented changes induce HEIs to increase their efficiency, effectiveness, accountability as private companies do. This tendency towards a 'corporatization' of HEIs, which is recognized as an element of the NPM reform, influences universities to compete with each other in order to attract students as final costumers of their services and funding resources from the market.

The trend toward the 'corporatization' of HEIs has seen much criticism and resistance from the university community and many academics from the higher education field. Nevertheless, from this study, it was indicated that there would not be resistance to such market-oriented changes if a fruitful dialogue would be established. The dialogue between all parties would provide without any doubt an overall and comprehensive understanding of the value and appropriateness of any change, in this case, change to the new funding model.

Some academics agreed on the fact that changes caused by the NPM trend may be considered as inconsistent with the values and practices of a particular organization and may motivate a resistance from it. This implies that the successful implementation of any reform is directly influenced by the understanding and matching of values between the new reform tool and an organization's environment.

The analysis of the organizational response to the external pressures in the higher education field is a broad notion, and it is challenging to study this process from all perspectives in one particular study. Therefore, this paper has some limitations.

First and foremost, this study is conceptualized based on the studies, which have been done mostly in developed countries. This creates a limitation regarding the appropriateness and relevance of the examined findings from the studies that were conducted in different contexts. It is not an easy task to operationalize different frameworks and empirical findings to the Ukrainian and Norwegian contexts because of the existed social, economic and political differences.

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SIGNIFICANCE OF STRENGTHENING SPIRITUAL VALUES AND CULTURAL AWARENESS IN THE CONTEXT OF INTERNATIONAL ECONOMIC GLOBALIZATION

The significance of strengthening spiritual values and cultural awareness in the context of international economic globalization

Key words: globalization, technological revolution, social behavior, spiritual value, ancient wisdom, human destiny

"There are two things, the deeper and the longer I think about them, the more awe I have in my heart. That is the starry sky above me and the moral discipline in my heart." -----Kant

Globalization needs cultural consensus. The development of economy and science and technology should be based on spiritual values.

Human beings use the power of civilization to get rid of the threat of nature. And the power of civilization can destroy human beings at any time. Modernization makes the human mind primitive and savage due to the lack of culture. Human science and technology are advancing, but the spirit is changing.

We urgently need to reflect on people's social behavior from the perspective of cultural values, and establish a security line in economic and technological behavior through cultural consciousness. Because many social problems, including industrial accidents, official corruption and terrorist acts, are essentially human spiritual values.

1. Cultural Reflection on modern economic development

The progress of civilization and cultural consciousness should be an organic whole. Without the restriction of human thought, scientific and technological civilization and economic freedom will become the tool of human weakness and enlarge into social disaster. The development of modern material civilization is becoming the power of destroying civilization with the

强化精神价值观和文化意识在国际经济全球化背景下的重要意义

关键词: 全球化,技术革命, 社会行为, 文化,精神价值, 古代智慧,人类命运

“有两种东西，我对它们思考越深沉和持久，我心中的敬畏就会不断增长，这就是我头上的星空和心中的道德自律。” 康德

全球化需要文化共识。经济、科技的发展应该建立在精神价值观的基础上。

人类利用文明的力量摆脱了自然的威胁。而这文明的力量也随时可以毁灭人类。现代化让人的心灵因缺少文化而变得原始和野蛮。人类的科技在进步，而精神在蜕变。

我们迫切需要从文化价值观的角度反思人的社会行为，通过文化自觉在经济和科技行为中建立安全防线。因为很多社会问题，包括工业事故、官员腐败、恐怖主义行为在本质上是人的精神价值观问题。

1, 现代经济发展的文化反思

文明进步与文化意识应该是一个有机的整体，没有人文思想的制约，科技文明和经济自由会成为人性弱点的工具而放大成社会灾难。现代物质文明的发展正以二律背反的模式成为摧毁文明的力量：似乎每个国家、每个人所做的都是对的，但合起来结果是错的。因为人类缺少思考全局利益和智慧。文明

mode of antinomy: it seems that every country and every person is right, but the result is wrong. Because human beings lack the wisdom to think about the overall interests. The rapid development of civilization makes people forget the ontological meaning of life and the direction of social progress.

There is a story in China: there is an ancient pagoda in a city. People often come here to pray for the pagoda to protect the city's peace and happiness. One day, a wise man took a brick from the tower to his home, and his family became more prosperous and happy. People follow the example of the wise man and take the bricks from the tower home. Every family began to live a good life. But there were more people taking bricks. One day the tower fell down. Without the tower, the city began to suffer. Every brick in the house has become a symbol of bad luck. Soon the city died out. This story is very similar to today's world. When human beings are entangled in the competition of economic interests and geopolitics, they will forget the common destiny of human society and the ultimate mission of civilization development: the destruction of natural environment due to the simple pursuit of economic benefits, the development of new weapons for national security, and the result is that the whole world sits on the powder keg.

Modern human needs to reflect on Culture: the reason for the antinomy of globalization is that modern people are not living in a certain country, not in the world, but in the limitations of the industry. Under the control of capital and technology, people become narrow-minded and seldom think of the interests of the whole society.

In the information age, cultural soft power is the key to national wealth. For the underdeveloped countries, the development of education and the protection of cultural heritage are more important than the development of economy. Economic globalization also causes regional problems: in order to export technology and capital to the underdeveloped countries, the developed countries have not changed the current situation of local culture and education. It seems that it has helped the underdeveloped countries to improve their economic level, but the huge destruction of resources and the division of cultural concepts have resulted in more social conflicts in the underdeveloped areas.

Under the international background of globalization, the lack of cultural and spiritual values has also brought bottlenecks to the sustainable development of China 's economy

(1) Free economy makes China rich quickly. But economic behavior without spiritual belief becomes mercenary and constantly breeds accidents and disasters. There are a lot of fake products, industry fraud and resource monopoly in the free economy. Hayek's

的快速发展让人类忘记了生命的本体意义和社会进步的方向。

中国有这样一个故事：某个城市有一尊古代佛塔，人们常来此祷告，祈求宝塔保佑城市的平安和幸福。有一天，一个聪明人把塔上的一块砖拿到家中，他的家庭变得更加兴旺、幸福。人们效仿这个聪明人也把塔上的砖带回家中。每个家庭都开始过上了好日子。但拿砖的人多了，有一天塔倒了。城市没有了塔的保佑，开始出现灾难。每个家里的砖也都成了不吉利的象征。不久这个城市消亡了。这个故事很像今天的世界。当人类纠结在经济利益和地缘政治的竞争中时，会忘记人类社会的共同命运，忽略文明发展的终极使命：由于单纯追求经济效益而使自然环境遭到破坏，为国家安全研制新型武器，结果让全世界坐在火药桶上。

现代人类需要在文化中反思：全球化存在二律背反的原因是现代人不是活在某个国家、不是活在世界上，而是工作在行业的局限里。受资本和技术的支配，人变得内心狭隘而很少想到全社会的利益。

信息时代，文化软实力才是国家富有的关键。对于不发达国家而言，发展教育、保护文化遗产比发展经济更重要。经济全球化有个很大的缺欠：发达国家为了向不发达国家输出技术与资本，但并没有改变当地文化教育的现状。貌似帮助不发达国家提高了经济水平，但巨大的资源破坏和文化观念的分裂反而给不发达地区造成更多的社会矛盾。

中国正从不发达走向发达.在全球化的国际背景下，文化和精神价值观的缺失也给中国经济的持续发展带来瓶颈：

(1) 自由经济让中国快速致富。但没有精神信仰的经济行为变得唯利是图并不断酿造事故和灾难。自由经济出现了很多假冒产品、行业欺诈和资源垄断等行为。哈耶克的自由经济思想适合有契约精神和法律保障的社会。正如马克思·韦伯指出的:欧洲

free economic thought is suitable for a society with contractual spirit and legal guarantee. As Marx Weber pointed out: The success of European capitalism depends on Christian culture. Christian social responsibility is the bottom line of western economic behavior. China is not a country dominated by Christian culture, and people's economic behavior does not reflect social responsibility. Chinese entrepreneurs understand the jungle rule in economics as the unscrupulous means of business behavior and the predatory force in competition. Free economy embodies social Darwinism. For example, in Alibaba's Taobao and other online economies, their wealth was obtained through the bankruptcy of tens of thousands of physical stores. The so-called "China threat" is to threaten China itself first, and then the world. But this mode is also the characteristic of the development of modern economic globalization: human beings are threatening themselves.

(2) Because of the utilitarianism of education, people are becoming a mob(a disorderly crowd), and their micro behaviors become the destructive power of social order. (I talked about it in the article before): the micro behavior of the masses can determine the social fate. Many important historical changes are caused by social micro behaviors. Because the sum of micro behaviors can constitute uncontrollable events. And its danger lies in that it is microscopic and unnoticed.

(3) In traditional Chinese culture, law is a tool for rulers to oppress people. Abiding by the law means giving in and obeying the ruler. The social injustice and the great gap between the rich and the poor make the common people of China hide the impulse of breaking the law subconsciously. Revolution and freedom mean that we can get rid of class oppression. Therefore, in the free economy, the people retaliate against the society in an illegal way. No one repents for his immoral behavior, and no one stops the immorality of others.

(4) In addition to political and institutional reasons, social problems also have cultural roots. There are hedonism factors in traditional Chinese culture. Literary works usually end in a way of reunion, lacking the questioning spirit of tragic art, crisis consciousness and philosophy of western culture. On the other hand, Chinese culture regards "tolerance" and "Silence" as the cultivation and survival of human beings. In reality, there is a lack of critical spirit. People seldom criticize the shortcomings of others, let alone actively share the evils of human beings Fight evil. Lack of protection against natural disasters. The tragedy of mankind is that we don't know where and when the domino effect of nature or the butterfly effect of crisis events appears. Therefore, historical tragedies keep repeating.

资本主义的成功得力于基督教文化。基督教的社会责任心是西方经济行为的安全底线。中国不是以基督教文化为主导的国家，人的经济行为并没有体现出社会的责任感。而中国企业家把经济学中的丛林法则理解为商业行为的不择手段和竞争中的弱肉强食。自由经济体现了社会达尔文主义。比如：阿里巴巴的淘宝等网络经济，他们的财富是通过数万家实体商店的破产换来的。所谓“中国威胁”首先是威胁中国自己，其次才是世界。但这种模式也恰恰是现代经济全球化发展的特点：人类在威胁自己。

(2) 由于教育的功利化，民众正成为乌合之众，他们的微观行为成为社会秩序的破坏力。（以前我在文章中谈过）：大众微观行为可以决定社会命运。许多重大历史转折是社会微观行为造成的。因为微观行为的总和可以构成不可控事件。而它的危险性就在于它是微观的,不被注意的。

(3),在中国传统文化中法律是统治者压迫民众的工具。守法意味着对统治者的屈服和顺从。社会不公和贫富悬殊让中国普通民众在潜意识中藏着违法的冲动。革命与自由意味着可以挣脱阶级压迫，因此，在自由经济中民众用违法的方式报复社会，没有人因自己的不道德行为忏悔，也没有人制止他人的不道德。

(4),除了政治和体制原因，社会问题也有文化根源。中国传统文化中有享乐主义因素，文学作品多以大团圆的方式结尾，缺少西方文化的悲剧艺术、危机意识和哲学的质疑精神，另一方面，中国文化把“忍”与“沉默”作为人的修养和生存之道，现实中缺少批评精神，人们很少指责他人的缺点，更不会主动同人的邪恶作斗争。缺少对自然灾害的防护心理。而人类的悲剧就在于我们不知道自然界的多米诺骨牌或危机事件的蝴蝶效应在哪里出现、何时出现。所以，历史悲剧不断重复。

2. Seeking solutions to problems in ancient wisdom

The highly developed material civilization and the slow development of moral consciousness make the world full of contradictions. Human science and technology has entered the 21st century, but human moral consciousness is degenerating to the barbaric era. It seems that every technological progress has made human existence more complicated.

According to ancient Chinese philosophy, governing the country has the same principle as treating diseases. According to traditional Chinese medicine, channels and collaterals (the channel network through which the human body transmits life energy) can be healthy only when they are smooth and balanced. Chinese medicine maintains or restores the balance of various systems of the human body through dredging channels and collaterals to achieve the purpose of fitness and treatment. If we regard the country, culture, science and technology, and economy as an organism, we will find that human beings' excessive pursuit of a certain aspect of interests destroys the overall balance of the social system, so the social organism will get sick. Chinese medicine also believes that harmonious mental state has more important influence on health. Human beings should develop science and technology and economy in an orderly and coordinated way so that spiritual civilization and material civilization can develop simultaneously. The global economy and the progress of science and technology need a healthy human spirit, and the huge knowledge community needs a strong soul. The soul lies in the inheritance of culture, in the speculation of philosophy and in the feelings of literature and art.

When human beings lack spiritual belief and cultural identity consciousness, they are easily dominated by capital and technology, lose the initiative to master the development of civilization, and "only see trees but not forests". When the running direction is not right, the harder you strive, the farther away you are from your goal.

Ancient philosophy once told us that when building a building, we should not only see the stone in our hands, but also see the appearance of the palace in the future, so that we can polish the stone better and find the right place for it. This logic of thinking from the whole is exactly the life principle that philosophy, art and literature encourage us to strictly follow.

According to Buddhist philosophy, when people fight for wealth, wealth is always not enough, so there is always a crisis of poor resources in the world. When everyone is humble, there will be more wealth and the society will become rich. Today, the world is restless because of the competition for resources.

2. 在古代智慧中寻找解决问题的答案

高度发达的物质文明与缓慢发展的道德意识让世界充满矛盾。人类的科技历程已进入到 21 世纪，但人的道德意识正退化到野蛮时代。似乎每一项科技进步都让人类生存变得更加复杂，物质极大丰富而社会问题也更多了。

中国古代哲学认为，治理国家与治疗疾病有同样的原理。中国传统医学认为：经络（人体传送生命能量的渠道网络）畅通、机体平衡才能健康。中国医学通过疏通经络保持或恢复人体各个系统的平衡达到健身治病的目的。如果把国家、文化、科技、经济看作一个有机体，就会发现，人类因过度追求某一方面的利益而破坏了社会系统的整体平衡，因此社会机体就会生病。中国医学还认为：和谐的精神状态对健康有更重要的影响力。人类应该有序而协调地发展科技与经济，让精神文明与物质文明同步发展。全球化经济、科技进步需要有健康的人文精神，人类庞大的知识共同体更需要强壮的灵魂。这个灵魂就在文化的传承中，在哲学的思辨和文学艺术的情怀中。

当人类缺少精神信仰和文化认同意识，就容易被资本和技术所支配，就会丧失掌握文明发展的主动性，会“只见树木不见森林”。当奔跑的方向不对，越是努力奋斗距离目标就越远。

古代哲学曾告诉我们：在建筑楼房时即要看清手中的石头，也要看到未来宫殿的样子，这样才会把石头打磨得更好并为它找到合适的位置。这种从整体出发的思维逻辑正是哲学、艺术和文学鼓励我们去严格遵循的人生原则。

佛教哲学认为：当人们去争夺财富时，财富总是不够用，因而世界总有资源贫乏的危机。而当大家谦让时，财富就会有余，社会就变得富裕。今天，世界正因为各国的资源争夺而不安宁。

Nikolai Berdyaev - a Russian thinker, has a similar view with Buddhism: because of greed, human beings are vulnerable to the temptation of interests and become enslaved by interests.

It seems that the way out for human beings is not in the struggle with nature, but in the change of human nature.

3. Human beings need to constantly create order in the development of civilization

The advantage of science is its falsification. Science advances in constant self denial. Human beings need to reflect on the problem of civilization itself with a scientific attitude. Engels pointed out in *Dialectics of nature*: "don't overindulge in our human victory over nature. For every such victory, nature retaliates against us, and our first achievements disappear." Indeed, when the purpose of civilization is not clear, when the behavior of civilization is not standardized, every scientific and technological achievement may be a tool of crime. Human beings need to correctly evaluate the cost of civilization development, first of all, we need to see clearly the role we play.

The biggest problem for human beings is that they all think they are right. Few people in every modern civilization realize that it is many "innocent" intelligent people who have completed the tragedy of human self harm. When tragedy happens, everyone is the victim. As the Polish poet Stanisław Ignacy Wyśpiański said: "when an avalanche occurs, no one thinks he is responsible." Therefore, spiritual values should not only be a kind of cultural consciousness, but also a kind of behavior standard and industry standard. In particular, the speed of the development of science and technology is far faster than the speed of the cognition of ethics and the change of law.

Modern industrial manufacturing has an international quality standardization system. The banking system also has an international common platform. As the code of conduct of enterprises, spiritual values also need to form "international standardization" in the form of law. For example, modern European ISO enterprise quality management certification standard has written human rights, labor protection, wages and benefits and environmental protection into the official version. The standard of enterprise management is whether it conforms to the humanistic spirit. The importance and calculation method of "life cost" have been paid more and more attention by enterprises. Similarly, in the military confrontation of the United States, Russia, China and other countries, an emergency dialogue mechanism has been established to avoid war due to miscalculation, and the communication principle of military action has been stipulated. This is also a standardized improvement of security.

俄罗斯思想家别尔嘉耶夫有与佛教相似的观点：人类因为贪欲而容易受到利益的诱惑，并被利益奴役。

看来，人类的出路不在同自然的搏斗中，在人性的改变中。

3, 人类需要在文明发展中不断创建秩序

科学的优点是它的证伪性。科学是在不断自我否定中进步的。人类需要以科学的态度反思文明本身的问题。恩格斯在《自然辩证法》中指出：“不要过分陶醉于我们人类对自然界的胜利。对于每一次这样的胜利，自然界都对我们进行报复，我们最初的成果又消失了。”确实，当文明的目的不清晰时，当文明的行为没有规范时，每一份科技成果都可能是犯罪的工具。人类需要正确评估文明发展的代价，首先要看清我们所扮演的角色。

人类最大的问题是都认为自己是正确的。每位现代文明中的奋斗者很少有人意识到：是全人类的“聪明人”共同完成了人类自我伤害的悲剧。而当悲剧发生时，所有人都是受害者。正如波兰诗人 Stanisław Ignacy Wyśpiański 所言：“雪崩时，没有一篇雪片认为自己是负有责任的。”因此，精神价值观不能仅是一种文化意识，更应该作为一种行为规范和行业标准。尤其当下科技发展的速度远大于伦理学的认知和法律更改的速度。

现代工业制造有国际质量标准化体系。银行系统也有国际通用平台。而精神价值观作为企业的行为规范同样有必要以法律的形式形成“国际标准化”，比如：现代欧洲 ISO 企业质量管理认证标准已将人权、劳动保护、工资福利和环境保护写进正式版本。把是否符合人文精神作为企业管理的标准。“生命成本”的重要性和计算方法也越来越得到企业的重视。同样，在美国、俄罗斯和中国等国的军事对立中也建立了紧急对话机制以避免因为误判而发生战争，并规定了军事行动的沟通原则。这也是一种安全防范的标准化改进。

Globalization should not only be international cooperation in politics, economy and science and technology, but also be a deep cross-cultural dialogue. Through cultural consensus, political and economic behaviors are placed in the background of life community and world community to accept moral supervision. Unfortunately, the law can regulate the external behavior of companies and individuals, but the quality cultivation and morality of people can not be regulated. For example: the lies of politicians, the integrity of scientists. Human beings need to regulate themselves through cultural consciousness and moral consciousness, especially those who have important influence on society.

4. Social progress needs elite culture

Kissinger, an American statesman, said, "the Chinese are always well protected by the brave among them.". Indeed, it is a small number of scientific and technological elites and cultural scholars who support China's reform and progress. Today's human society also relies on a few elite groups to support the fragile order. Although Plato's Utopia is not suitable for today, ancient philosophical wisdom should be the basic framework of modern social behavior. Because the weakness of human nature and the degeneration of society that we are facing have no essential change.

The main reason of social tragedy is that the elite thought is often suppressed by politics and not accepted by the people. There are "cultural mobs" with extreme ideas in contemporary culture and art. They are anti classicism and anti elitism. They believe that anyone can be an artist, anyone is the center, and anyone can be president. In the thought of anti authority and anti elite, the real genius has been marginalized. As Gustave Le Bon pointed out, "the growing feature of society is the polymer of the masses. Individual consciousness and personality are submerged in the mass psychology." The doctor who first raised the alert in Wuhan, China, was opposed by the government and the public, believing that he was lying. The tragedy happened when the voice of the elite was drowned in the autocracy of the government and the ignorance of the people. And "whistleblower" also died of virus infection not long ago.. Plato said: "if only one voice is allowed to exist, then the only voice that exists is a lie." Therefore, a progressive society should first listen to the voice of the wise and safeguard everyone's right to speak.

Human cultural consciousness and spiritual values are more reflected in the elite. Because they think about the fate of mankind, and their faith is closer to the truth. As the painter Salvador Dali said: I am a genius, I can't die, because human progress needs us.

全球化不应是简单的国际合作和跨贸易，也应该是多元文化的跨文化对话。让经济行为放在生命共同体和世界共同体的背景中接受道德监督。

遗憾的是，法律可以规范公司和个人的外在行为，但人的品质修养和道德是无法规范的。比如：政治家的谎言，科学家的诚信。人类更需要通过文化自觉和道德自觉作好自我规范，尤其对社会有重要影响力的人。

4. 社会进步需要精英文化

美国政治家基辛格说过：“中国人总是被他们中的勇敢者保护得很好”。确实，是少数的科技精英和文化学者支撑着中国的改革进步。今天的人类社会也同样是依靠少数精英团队支撑着脆弱的秩序。虽然柏拉图式的理想国不适用于今天，但古代哲学智慧应该成为现代社会行为的基本框架。因为我们面临的人性的弱点和社会的堕落没有本质的改变。

精英思想常被政治压抑，也不被民众接受，这是社会悲剧的主要原因。当代文化艺术中存在有极端思想的“文化乌合之众”，他们反古典主义、反精英主义，他们认为：任何人都可以成为艺术家，任何人都是中心，谁都可以当总统。在多中心的思潮中，真正的天才被边缘化了。正如庞乐指出：“社会日益增长的特征是群众的聚合物。个体的意识个性淹没在群众心理之中。”这次中国武汉冠状病毒事件中最先提出警报的医生遭到政府和民众的反对，认为他在说谎。当精英的声音淹没在政府的专制和民众的愚昧中时，悲剧发生了。而“吹哨人”也因病毒感染在不久前去世。柏拉图说：“如果只允许一种声音存在，那么，那个唯一存在的声音就只有谎言了。”所以，进步的社会首先是倾听智者的声音，并维护每个人的发言权。

人类的文化意识和精神价值观更多地体现在精英的身上。因为他们思考的是人类的命运，他们的信仰与真理更近。正如画家萨尔瓦多·达利所言：我是天才，我不能死，因为人类的进步需要我。

Scientists and politicians are becoming more and more important to the future of mankind. Many international conflicts and historical tragedies are caused by the lack of personal cultivation of politicians. The greatest danger of human beings is that many scholars stand in the position of elites, but they have no elitist quality in their hearts. Scholars and scientists are becoming senior egoists. In international relations, governments, in the name of the state, regard science and technology, finance and economic resources as means of political conspiracy, and create various incidents to serve rights.. And form a "political mob" through alliance. Dishonesty has become a professional characteristic of politicians. In the face of highly developed modern science and technology, the honesty and morality of scientists have been related to human security. Many major scientific disasters in history were man-made by scientists. For example, on January 28, 1986, NASA was eager to obtain more scientific and technological achievements than the Soviet Union to produce the most advanced spacecraft. But before the launch, an engineer discovered the technical problems and warned NASA to stop the launch. For the sake of political interests, the authorities concealed this information and insisted on launching the spaceship. When the Challenger exploded 70 seconds later, all seven astronauts were killed. NASA's deception caused the disaster. In this case of virus infection in China, the government departments and scientists' investigation team failed to disclose the truth about the virus in time, which infected tens of thousands of people. Today, with the rapid development of science and technology, human society urgently needs to return to humanism. The more people with higher social positions, the more strictly they should accept the test of spiritual values. As Camus wrote in 《the plague》, "there is no heroism in all this, it's just a matter of honesty. The only way to fight the plague is to be honest". And scientific thinking without moral constraints is the most terrible virus".

In the contemporary society, everyone needs to "know himself" like the ancient Greeks, understand the weakness of human nature, and set up a safety belt for the weakness of human nature by cultivating cultural consciousness. Psychologists divide human consciousness into three levels: ID, ego and superego. Most people live in the desire of the ID and the greed of the ego. And superego is a great personality with great human love. This kind of social elite with superego personality grows up in specific cultural values.

The cultural spirit influences us imperceptibly through literature, art and philosophy, and teaches us to fear truth and love human beings.

From the perspective of moral consciousness, the so-called elite is the intellectual. The real intellectual is not necessarily a high degree or a famous scholar, but a

对于人类未来的命运，科学家和政治家越来越重要。许多国际冲突和历史悲剧是由于政治家的个人修养不足造成的。人类最大的危险是很多学者站在精英的位置上，但他们的内心并没有精英的品质，学者和科学家正成为高级的利己主义者。在国际关系上，各国政府以国家名义把科技、金融和经济资源作为政治阴谋的手段，制造各种事端为权利服务。并通过结盟的方式形成“政治乌合之众”。不诚实已经是政治家的职业特点。而面对高度发达的现代科技，科学家的诚实与道德已经关系到人类的安全。历史上不少重大科学灾难是科学家人为制造的。例如，1986年1月28日，美国宇航局急于获得超过苏联的科技成果，制造出最先进的宇宙飞船。但发射前一位工程师发现了技术隐患，并警告宇航局停止发射计划。当局为了政治利益，隐瞒了这一信息，执意发射宇宙飞船，当“挑战者号”升空70秒后突然发生爆炸，7名宇航员全部遇难。美国宇航局的欺骗行为造成了这场灾难。同样，苏联切尔诺贝利核电站发生爆炸后，技术部门和政府一起隐瞒了事故真相，让上万人受到核辐射伤害。在这次中国病毒传染事件中，政府部门和科学家调查组没有及时公开病毒的真相，使上万人感染。在科学技术快速发展的今天，人类社会迫切需要向人文主义回归，越是有较高社会职务的人越要严格接受精神价值观的检验。正如加缪在《鼠疫》中写道：“这一切里面并不存在英雄主义，这只是诚实问题。与鼠疫作斗争的唯一方式是诚实。”没有道德约束的科学思想比病毒还可怕。

当代社会中，每个人都需要像古希腊人那样“认识自己”，认识人性的弱点，通过培养文化自觉为人性弱点设置安全带。心理学家把人的意识分为本我、自我和超我三个层次。大多数人是活在本我的欲望和自我的贪婪中。而超我是一种有人类大爱的伟大人格。这种具有超我人格的社会精英是在特定的文化价值观成长的。

文化精神通过文学、艺术和哲学潜移默化地影响着我们，教会我们敬畏真理，热爱人类。

从道德自觉的角度说，所谓精英就是知识分子。而真正的知识分子不是有多高的学位，而是有不断探

desire to constantly explore the truth, a spirit of criticism and self-criticism, a conscience that dares to speak the truth and a sense of responsibility that pays attention to the society. In essence, intellectuals are people with spiritual values.

Today, there are more and more people with high education and academic achievements in the world, but there are too few real intellectuals. People's life is a process of growth. We expect more people to become talented intellectuals. No country is strong and safe if there is no intellectual voice there.

China's hope is that intellectuals have a position, and China's crisis is that intellectuals are living with corruption. So is the world. We are looking forward to the spiritual influence.

Conclusions:

(1) Cultural awareness is the security line to avoid social disaster. It is not money, but it can be converted into wealth. Without cultural constraints, the weakness of human nature will expand. The direct loss of the virus to China is more than 200 billion US dollars, excluding other losses that cannot be assessed with money. This shows that how to avoid human errors is more important than how to create wealth.

(2) In the era of globalization, any personal problem is a social problem, and the crisis of any country may be an international loss. The weakness of human nature not only makes society pay too much "sunk cost", but also turns into the tragedy of the whole world.

(3) We can't underestimate these three destructive forces: the micro behavior of people. Stupid politicians and people in power. A scientist without conscience.

(4) According to ancient Chinese philosophy, culture has the mission of pacifying people. Scholars and wise men are spiritual mentors and spiritual doctors of human beings. It is the mission of all industries to serve human happiness. Therefore, the progress of science and technology and the prosperity of economy should be based on whether to bring comfort and security to human beings.

(5), Civilization needs spiritual belief. China's introduction of western industrial civilization has made its economy rise rapidly. However, Western cultural beliefs and value systems have not been fully learned. At the same time, the positive factors in the traditional Chinese culture have been overwhelmed by the excessive liberalization of the economy, so the Chinese economy is very large but also very fragile. Facts have proved that the modernization of economy and technology cannot be separated from the corresponding

索真理的欲望、批评与自我批评的精神、敢说真话的良知和关注社会的责任感。在本质上，知识分子就是有精神价值观的人。

今天，世界上有高学历的人、有学术成果的人越来越多，但真正的知识分子太少了。人的一生都是成长的过程，我们期待更多的人成为有才能的知识分子。没有哪个国家是强大的、安全的，如果那里没有知识分子的声音。

中国的希望是知识分子已拥有地位，中国的危机是知识分子正与腐败同流合污。世界也如此。我们期待精神的感化。

总结:

(1)，文化意识是避免社会灾难的安全防线。它不是金钱，但可以转换为财富。没有文化约束，人性的弱点就会膨胀。这次病毒传染让中国直接损失在2000亿美元以上，还不包括其它用金钱无法评估的损失。这说明如何规避人类错误比如何创造财富有更重要的意义。

(2) 中国人常说“覆巢之下岂有完卵”，欧洲人也常说“我们都在一条船上”，全球化时代，任何个人问题都是社会问题，而任何国家的危机都可能是国际损失。人性的弱点不仅让社会付出太多“沉没成本”，也会演变成全世界的悲剧。

(3) 不能低估这三种破坏力：a，众人的微观行为。b，愚蠢的政治家和当权者。c，没有良知的科学家。

(4)，中国古代哲学认为：文化具有安抚人心的使命。学者和智者是人类的精神导师也是心灵医生，为人类幸福服务是所有行业的使命。因此，科技的进步、经济的繁荣应该以是否对人类带来安抚和安全为标准。

(5)，文明需要精神信仰。中国引进西方工业文明使经济快速崛起。但西方的文化信仰和价值体系并没有完全学到。同时，中国传统文化中的积极因素被经济的过度自由化冲垮了，所以，中国经济体非常庞大但也非常脆弱。事实证明：经济和科技的现代化是不能脱离相应的文化体系和道德约束的。

cultural system and moral constraints.

(6) Cultural concept is related to the future destiny. I believe that in the development of globalization, China will increase the depth of cross-cultural exchanges, integrate the universal thought of Western biblical culture into the philosophy of Confucianism, Buddhism and Taoism of Chinese traditional culture, and build a real cultural soft power.

In the era of peace, when human beings died of industrial accidents, political corruption and the degradation of science, we were extremely sad and angry. And shame on humanity. I think of the words of the Japanese poet Temple shoutaro: "As a human being, I feel sorry for human behavior.". At this time, I end this article with great regret.

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(6), 文化观念关系到未来命运。相信, 在全球化发展中, 中国会加大跨文化交流的深度, 会将西方圣经文化的普世思想融入中国传统文化的儒、释、道哲学中, 构建真正的文化软实力。

和平时代人类死于工业事故、政治腐败和科学的堕落中, 我们无比悲伤、愤怒。也为人类感到耻辱。想起日本诗人寺内寿太郎的话: “生而为人我很遗憾”。此时我带着无比的遗憾结束这篇文章。

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- The full references should be listed at the end of the paper. They must include the names and initials of all the authors, the year of publication in parentheses, the full title of the paper (or book), the full name of the journal, the volume number and pages and, for books, the publisher's name and city of publication. The references in the text should be done in square brackets (for example, [2; 4; 15]).

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