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The role of integrating technologies and competencies in strategic management of educational policy

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Abstract. The modern educational process is undergoing significant changes driven by internal transformations in pedagogical approaches and external factors such as technological advancements and evolving socio-cultural demands. These challenges are particularly relevant in training professionals in media-related fields, where not only a deep understanding of theoretical aspects is required but also critical thinking skills, high emotional intelligence (EI), and technological literacy. This study explores the potential for integrating literacy, EI, and artificial intelligence (AI) into the strategic management of the educational process. The relevance of the study lies in the need for a comprehensive approach to training media professionals that incorporates cognitive, emotional, and technological aspects. Practical examples of this integration are presented, including adaptive learning paths, support for students' emotional well-being, and the development of critical thinking through the analysis of media texts. The integration of literacy, EI, and AI enables the creation of more flexible and personalized educational strategies. This study highlights the synergistic effect of such an approach, offering new opportunities for preparing specialists capable of thriving in the complex and rapidly changing media landscape. The study contributes to the development of educational management by revealing the potential of technological and humanistic approaches in teaching.

Keywords: literacy, emotional intelligence, artificial intelligence, critical thinking, media literacy, personalized learning, adaptive educational programs, emotional awareness, digital technologies in education, data analytics in learning, professional training, educational strategies, media texts

Contribution. All the authors participated in the development of the concept of this study, drafted the manuscript, and formulated the conclusions.

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Роль интеграции технологий и компетенций в стратегическом управлении образовательной политикой

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Аннотация. Современный образовательный процесс претерпевает значительные изменения, вызванные внутренними трансформациями педагогических подходов и внешними факторами, такими как технологическое развитие и изменяющиеся социокультурные требования. Эти вызовы особенно актуальны при подготовке кадров медиа специальностей, где требуется не только глубокое понимание теоретических аспектов, но и навыки критического мышления, высокого эмоционального интеллекта (ЭИ) и технологической грамотности. Рассмотрены возможности интеграции начитанности, ЭИ и искусственного интеллекта (ИИ) в стратегическое управление образовательным процессом. Актуальность исследования заключается в необходимости комплексного подхода к подготовке медиаспециалистов, включающего когнитивные, эмоциональные и технологические аспекты. Представлены практические примеры применения интеграции: адаптивные учебные маршруты, поддержка эмоционального благополучия студентов, развитие критического мышления через анализ медийных текстов. Интеграция начитанности, ЭИ и ИИ позволяет создавать более гибкие и персонализированные образовательные стратегии. Это исследование подчеркивает синергетический эффект такого подхода, предлагая новые возможности для подготовки специалистов, способных успешно работать в условиях сложного и быстро меняющегося медийного пространства. Исследование вносит вклад в развитие образовательного менеджмента, раскрывая перспективы применения технологий и гуманистических подходов в обучении.

Ключевые слова: начитанность, эмоциональный интеллект, искусственный интеллект, критическое мышление, медиаграмотность, персонализированное обучение, адаптивные образовательные программы, эмоциональная осведомленность, цифровые технологии в образовании, анализ данных в обучении, профессиональная подготовка, образовательные стратегии, медийные тексты

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Introduction

The modern educational process is going through a period of significant transformations caused by both internal changes in pedagogical approaches and external factors such as technological development and changing socio-cultural requirements for the qualifications of specialists. These changes require strategic management of educational policy aimed at adapting the education system to new conditions. The problem becomes particularly acute when teaching media specialists, since the relevance and dynamism of information require students not only deep theoretical knowledge, but also developed skills of critical thinking, emotional perception and technological literacy.

The central topic of this article is the study of approaches to strategic management of educational processes with the integration of erudition, emotional intelligence and artificial intelligence (AI) in the training of media professionals. Well-read, which implies a broad outlook and a deep understanding of textual content, is closely intertwined with emotional intelligence, which allows effective interaction and response to emotional stimuli in the process of communication and collaboration [1]. Emotional intelligence helps to improve the quality of interaction between participants in the educational process, the formation of interpersonal communication skills and resistance to emotional overload. Artificial intelligence, in turn, opens new horizons for the adaptation of educational materials and teaching methods, providing tools that contribute to the deep personalization and optimization of educational processes.

The relevance of the research is due to the need to develop strategies that integrate cognitive, emotional, and technological aspects into educational policy. The presented approaches focus on strategic planning, monitoring, and developing recommendations for managing educational systems in an information overload and emotionally saturated media environment. Thus, the **purpose of this study** is to analyze how well-read, emotional and artificial intelligence can be integrated into the educational process in order to increase the effectiveness of education and training specialists for the media sphere. Being well-read is a fundamental competence that provides not only the opportunity to master new knowledge, but also a critical understanding of information. In terms of media education, reading includes understanding media texts, the ability to analyze and interpret media information, as well as create your own media products. Emotional intelligence (EI) is the ability to recognize, understand, and manage your own emotions and those of others. In the educational context, EI helps to improve the interaction between teachers and students, increase motivation to learn and improve learning outcomes. In the context of media

education, EI plays an important role in developing effective communication and collaboration skills. Artificial intelligence (AI) provides new opportunities for personalizing the educational process, automating routine tasks, and analyzing large amounts of data. In media education, AI can be used to create adaptive educational programs, analyze student behavior, and provide recommendations for improving learning outcomes.

Integration of cognitive, emotional and technological components in educational process management

The integration of erudition, emotional intelligence and artificial intelligence is an integrated approach to the management of the educational process [2], which takes into account the interaction of these components and their mutual reinforcement. The synergetic effect is achieved through the integration of reading, EI, and AI, which allows for more effective and adaptive educational strategies. Well-read provides a base for critical thinking and information analysis, AI helps create a positive learning environment and improve communication, and AI provides tools for personalizing and optimizing the educational process [3]. Examples of applications include adaptive educational programs, where AI analyzes students' academic performance and preferences in order to create individualized learning routes that take into account their level of reading and emotional state.

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Emotional intelligence (EI) is the ability to recognize, understand, and manage your own emotions and those of others. In the educational context, EI helps to improve the interaction between teachers and students, increase motivation to learn and improve learning outcomes. In the context of media education, EI plays an important role in developing effective communication and collaboration skills.

Artificial intelligence (AI) provides new opportunities for personalizing the educational process, automating routine tasks, and analyzing large amounts of data. In media education, AI can be used to create adaptive educational programs, analyze student behavior, and provide recommendations for improving learning outcomes. Well-read provides the basis for critical thinking and information analysis. This is especially important in media studies, as students must be able to critically

evaluate media texts and content, understand contexts and subtexts, and be able to create high-quality media products.

Critical thinking, developed through reading, is the basis for the further development of emotional intelligence and the effective use of artificial intelligence. Emotional intelligence, in turn, contributes to creating a positive learning atmosphere and improving communication between teachers and students [4]. EI helps students to better understand their emotions and those of others, which contributes to more effective learning and interaction. In the context of media education, where communication plays a key role, a high level of EI allows students to create better and more emotionally meaningful media products. Artificial intelligence provides tools for personalizing and optimizing the educational process. AI can analyze large amounts of data about students' behavior and academic performance, providing teachers with valuable insights and recommendations. Combined with a high level of reading and emotional intelligence, the use of AI in the educational process makes it possible to create adaptive educational programs that take into account the individual characteristics and needs of each student [5].

1. **Adaptive educational programs:** AI analyzes students' academic performance and preferences to create individualized learning trajectories adapted to the level of reading and the emotional state of students.
2. **Real-time feedback:** AI can provide teachers with data on student progress, helping them to respond quickly to difficulties and adapt teaching methods according to the emotional state of students.
3. **Developing critical thinking:** Curricula based on the principles of reading and supported by AI help students develop critical media analysis skills, which contributes to the formation of media literacy.
4. **Emotional well-being support:** EI-aware programs help create a learning environment that supports students' emotional well-being, reduces stress, and promotes effective learning.

The influence of reading ability and emotional intelligence on the quality of educational programs

Well-read plays a key role in improving the quality of education in media specialties, as it directly affects several important aspects of the educational process. Firstly, reading contributes to the development of critical thinking, which is the foundation of high-quality media education. Students with a high level of reading ability are able to critically evaluate media texts, identify manipulations and

hidden meanings, which is especially important in a modern world saturated with information flows.

Critical thinking helps students analyze information sources, evaluate their reliability and objectivity, which contributes to a deeper understanding of the materials being studied. Secondly, a high level of reading allows students to create better media products. They understand how to structure information and use language tools to create compelling texts and visual materials. Being well-read contributes to the development of storytelling skills, which is especially important in media professions, where successful communication of information to an audience depends on the ability to tell stories. Students who read and understand texts well can create more meaningful and interesting media products, that increases their professional competence [6]. Thirdly, research shows that students with a high level of reading experience higher academic results. They are easier to handle tasks that require text analysis, essay writing, and research. Being well-read helps them better understand learning materials and prepare effectively for exams. A high level of reading contributes to the fact that students become more independent and self-confident, which has a positive effect on their learning activities. Fourthly, reading is the basis for the formation of media literacy, which includes the ability to critically evaluate media content, create your own media products and understand the impact of media on society.

Media literacy is important for students of media studies, as it helps them become competent professionals who are able to work in a rapidly changing media environment [7]. A high level of reading allows students to understand media processes and trends more deeply, which contributes to their professional growth and development. The practical application of reading in the educational process can be realized through the integration of reading into curricula. To increase the level of students' reading, educational programs should include courses and modules aimed at developing skills in critical reading, text analysis, and media content creation. Teachers can use various techniques and tools, such as case analysis, project-based learning, and practical assignments. Modern technologies, including artificial intelligence and adaptive educational platforms, can be used to personalize learning and improve students' reading skills [8]. These technologies make it possible to create individualized study routes adapted to the needs and level of knowledge of each student. Teachers can encourage students to read and analyze media texts on their own by providing them with access to a variety of resources and organizing discussions and debates. This helps to develop critical thinking skills and deepen understanding of media processes. As a result, students of media specialties become more competent and prepared for professional activity in a rapidly changing media environment. Thus, reading is an important component that significantly affects the quality of education

in media specialties, ensuring the comprehensive development of students and their readiness for professional challenges. Emotional intelligence (EI) plays a significant role in improving the quality of education in media specialties, influencing various aspects of the educational process and interpersonal interaction.

EI includes the ability to recognize, understand, and manage one's own emotions, as well as those of others [9]. In educational policy, the creation of a favorable learning environment and the development of emotional intelligence become important strategic goals for the management of educational systems. First, the strategic management of educational institutions should take into account the importance of EI for the formation of a positive and supportive learning environment. Students with a high level of EI are better able to cope with stress and adapt to dynamic learning environments, which directly affects their success. From the point of view of management, the development of EI among teachers makes it possible to recognize and consider the emotional needs of students, creating a comfortable learning atmosphere that promotes student involvement in the educational process. Secondly, a high level of EI should be considered as a key aspect of educational policy for training specialists in teamwork and interpersonal interaction.

Educational program management should focus on creating conditions for students to develop effective communication skills, conflict resolution, and productive cooperation, which is especially important for media professionals. Thirdly, the strategic management of the educational process should include measures aimed at developing empathy and emotional awareness among students. This is necessary not only for successful communication, but also for creating meaningful and emotionally meaningful media products that can effectively interact with the target audience. Managerial decisions aimed at integrating emotional intelligence into educational programs contribute to the training of specialists who are ready to work in conditions of high emotional and informational saturation. Fourth, updating educational policy support strategies through the introduction of tools aimed at developing emotional intelligence allows us to train specialists who can effectively adapt to the rapidly changing media environment. This approach contributes not only to improving learning outcomes, but also to the formation of key competencies necessary for professional growth. When developing strategic planning and management of educational processes, it is important to take into account such aspects as erudition, the development of emotional intelligence and skills in using artificial intelligence technologies. Together, this provides ample opportunities to create adaptive educational programs, conduct in-depth analysis of student performance data, and develop modern methods aimed at meeting both the cognitive and emotional needs of students.

Artificial intelligence in the modern educational process

Artificial intelligence (AI) is becoming an integral part of the educational process, especially in the field of media, offering modern tools and approaches to improve the quality of learning. Its application covers the adaptation of curricula, the analysis of large amounts of data and the provision of instant feedback, which allows for the development of more effective educational strategies. One of the key advantages of AI is the creation of adaptive educational programs that take into account the individual needs and level of training of each student. Based on the analysis of data on academic performance, preferences and learning activity, AI can form personalized learning trajectories. This approach allows students to study the material at a pace that is convenient for them, receiving assignments that correspond to their current level of knowledge. This contributes to a deeper assimilation of educational material and increases motivation to learn. Artificial intelligence also plays an important role in data analysis, helping to identify students' strengths and weaknesses and predict their future achievements. For example, intelligent systems can analyze test scores, attendance levels, and activity on learning platforms to determine which elements of the curriculum need to be adjusted. This helps to improve educational plans and increase their effectiveness [10]. Another important aspect is the use of artificial intelligence to provide real-time feedback. Students instantly receive comments and recommendations on completing tasks from the neural network, which makes the learning process more dynamic. Intelligent systems can automatically evaluate written work, providing detailed reports and recommendations for improvement. This reduces the burden on teachers, freeing up their time for more complex work related to individual student support. In addition, artificial intelligence helps students develop self-organization and time management skills. Tools such as virtual assistants and planners help students keep track of deadlines, prepare for exams, and properly prioritize learning activities. These technologies not only facilitate the learning process, but also contribute to the formation of students' responsibility for their own learning.

Conclusions

Well-read forms the basis for the development of critical thinking, which plays a key role in media education. This allows students to analyze media texts, identify hidden meanings, and create high-quality media products. These skills contribute to the professional growth of students and their adaptation to the rapidly changing

media environment. Emotional intelligence helps to create a comfortable educational environment and improve interaction between students and teachers. A high level of EI allows you to effectively manage emotions, increasing motivation and creating conditions for productive learning.

For media students, EI is especially important because it promotes the empathy needed to create content that can resonate with an audience. Artificial intelligence provides unique opportunities for strategic management of educational processes. Using it allows you to automate routine tasks, personalize training, analyze large amounts of data, and provide prompt feedback. This contributes to the creation of adaptive strategies that take into account the individual needs of students and enhance their academic achievements. The integration of erudition, AI, and artificial intelligence into the management of educational systems opens prospects for the development of personalized learning approaches combining cognitive, emotional, and technological aspects. This approach is especially relevant in the information society, where the success of specialists directly depends on their ability to work effectively with information. To achieve this goal, it is necessary to integrate the development of reading and emotional intelligence into educational programs, use innovative technologies and encourage independent study of media materials. This will help students become more competent and prepared for professional activity in the context of digital transformation. Thus, the combination of erudition, emotional intelligence and artificial intelligence is becoming an important direction in the strategic management of educational processes. This allows not only to improve the quality of education, but also to provide training for specialists who are able to work successfully in the modern digital world, as well as the sustainable development of educational systems.

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