



EFFECTIVE MANAGEMENT OF UNIVERSITIES IN UZBEKISTAN

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ABSTRACT

The author attempts to outline a number of problems faced by the contemporary science of managing the higher education system in Uzbekistan. The main development prospects in this area are described. The paper provides data and analysis in the field of training highly qualified personnel and developing human capital.

KEYWORDS

University, human capital, students, personnel, management.

INTRODUCTION

Higher education in Uzbekistan is aimed at forming a system for training qualified specialists for various spheres of public life and economic sectors. The educational process systematizes knowledge and acquired skills, orienting students toward solving theoretical and practical tasks in the vector of their chosen specialization, creatively using the achievements of modern scientific thought and technology.

There are 210 universities operating in our country. Among them, 115 are state universities, 65 are non-state universities, and 30 are foreign universities [1]. In the coming years, the opening of new universities and

the coverage of youth with higher education will continue.

Higher education in Uzbekistan accounted for 57.1% of the total volume of services in the field of education. Its figure for January-February 2024 amounted to 1,792.7 billion soms. For comparison, during the same period in 2023, the share of higher education was 50.7%.

The Statistics Agency links the growing figure to the increase in the number of students in the country's universities [2].

For example, the National University of Uzbekistan named after Mirzo Ulugbek has made a significant contribution to the development of education and science, as well as the training of personnel for various sectors of the economy, social, and spiritual spheres of the republic.

At the same time, an analysis of the higher education system in Uzbekistan, and the management sphere as its integral part, reveals a number of shortcomings that act as obstacles in the training of highly qualified personnel and the development of human capital.

Today, the country's universities offer 306 undergraduate programs and 625 graduate programs. However, some of them do not meet international standards and the requirements of the modern labor market, which creates certain difficulties in forming the full qualification of graduates and their employment [3].

In our opinion, the most important problems of modern higher education management in Uzbekistan are:

- The state and quality of managerial personnel,
- Increasing the requirements for the professional level of teachers,
- Improving their competencies aimed at enabling higher educational institutions to bring intellectual and economic benefits.

The problem of the quality of managerial personnel in Uzbekistan is often associated with a lack of management experience in market economy conditions. Thus, one of the directions for the development of national universities in Uzbekistan is their increasing independence, both in determining the educational process and in financing.

One method to address this issue could be the formation of an economic culture that includes the attitude of university leadership towards commercial success as a significant social achievement and reveals the creative potential and entrepreneurship of each participant in the scientific and educational process.

Another equally relevant issue is the need to increase the effectiveness of combating corruption at all levels of the higher education system.

The main difference between the economy of higher education followed by leading Western universities and the national system is that the role of government officials in terms of interaction with managers of private universities is minimized. In our view, creating an information environment dedicated to combating corruption and forming the moral character of law-abiding employees of our country's higher education system could become one of the most important methods for solving this management problem. Informational transparency of decisions made and the independence of universities are important conditions for combating corruption.

Great attention is also drawn to the issue of the phased introduction of the practice of electing university rectors, following the example of leading global universities, by the faculty and the student body. This way, the main criterion for the effectiveness of the administrative apparatus, the rectorate, and the deanship will be the training of highly qualified graduates capable of managing private companies. In turn, former graduates will form the "backbone" of the university's board of founders, providing necessary material support.

Another problem faced by modern management in the higher education system is the inefficient use of time resources. This issue arises due to actions such as lack of planning, poorly organized information exchange, and insufficient motivation of the faculty.

Another issue that can be highlighted is the alignment between management and the mentality of society. There is a deep essential connection between these two elements, and their alignment is one of the main conditions for the equilibrium of social systems, characterized by the absence of social conflicts. It can be concluded that management is a form of expression of mentality. Therefore, it is important to consider all nuances of a country's mentality to implement more successful management policies.

Despite a number of problems faced by modern science in managing the higher education system in Uzbekistan, there are certain development prospects. A feature of national management is its flexibility, dynamism, and adaptability. The formation of management in the country's universities should rely on the personal abilities of each bachelor or master's degree holder, their professional training, and the teachers' desire to develop and improve their skills. Also, when forming management, the business qualities of scholars, namely persistence, determination, and the ability to perceive new information, should be taken into account.

Speaking about the future, it is worth highlighting the signing by President Shavkat Mirziyoyev of the Decree on the Approval of the Concept for the Development of the Higher Education System until 2030. All this requires appropriate management activities.

Thus, the following principles of further development of management in Uzbekistan's higher education can be highlighted:

- rational combination of state intervention and market mechanisms;
- achieving the maximum set goals in the organization through the optimal allocation of material, time, and labor resources across the main areas of the university's activities;
- introduction and use of new management methods, allowing universities to adapt most flexibly to changes in the environment;
- use of strategic planning and management in the activities of universities.

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