

# Organizational and pedagogical conditions of introduction of modern management principles to HEIs of Uzbekistan

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**Received:** 11 December 2024; **Accepted:** 13 January 2025; **Published:** 15 February 2025

**Abstract:** In this article, the fundamental reforms that have been taking place in our country in recent years increase the need to reform the higher education system, and it is very important to train strong and capable personnel capable of carrying out the reforms based on the intended results. The need to modernize the operation and management of HEIs and to introduce the principles of autonomy to them has been highlighted.

**Keywords:** Modern knowledge, regulatory and legal documents, Transformation, digital economy, credit module, activities of HEIs.

**Introduction:** Determining the priorities of the systematic reform of higher education in the Republic of Uzbekistan, raising the process of training highly qualified personnel with modern knowledge and high moral and ethical qualities to a new level in terms of quality, modernization of higher education, social sphere and economic sectors based on advanced educational technologies. In order to develop, based on international experiences, introducing advanced standards of higher education, including the step-by-step transition from education focused on the acquisition of theoretical knowledge to the educational system focused on the formation of practical skills, ensuring the academic independence of higher education institutions"[4] are gaining relevance. . Also, the decision of the President of the Republic of Uzbekistan dated July 11, 2019 No. PQ-4391 "On measures to introduce new principles of management in the system of higher and secondary special education" brought out.

Decree No. PF-4947 of the President of the Republic of Uzbekistan dated February 7, 2017 "On the Action Strategy for Five Priority Areas of Development of the Republic of Uzbekistan", No. PQ-2909 dated April 20, 2017 "On Measures for the Further Development of the Higher Education System", 2017 No. PQ-3151 dated July 27, 2018 "On measures to further expand the

participation of economic sectors and sectors in improving the quality of training of highly educated specialists", June 5, 2018 "Increasing the quality of education in higher education institutions and their active participation in comprehensive reforms implemented in the country" Decisions No. PQ-3775 on additional measures to provide, Decree No. PF-5763 dated July 11, 2019 "On measures to reform management in the field of higher and secondary special education", "On the system of higher and secondary special education Decision No. PQ-4391 on measures to introduce new management principles" and dated October 8, 2019 The dissertation presented serves as a specific source in the implementation of the tasks defined in the Decree No. PF-5847 "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030" and other normative legal documents related to the field.

## METHODOLOGY

G.N. Akhunova, B.A. Begalov, A.Sh. Bekturodov, S.S. Gulyamov, Sh.N. Zaynutdinov, M.A. Ikramov are among the scientists involved in modernization of higher education management in Uzbekistan and introduction of new principles. . It was studied by N. Samadov, T. Sh. Shodiev, Sh. D. Ergashkhodjaeva, A. T. Yusupov, Sh. Qurbanov.

## RESULT

Despite the fact that many scientific studies have been carried out on the theoretical and practical aspects of the introduction of new management principles in HEIs, they cannot be considered to adequately illuminate the problem. In particular, the organizational-legal and administrative-pedagogical aspects of the problem have not yet been studied based on the characteristics of the new era of the development of our society. Accordingly, there is a need to solve a number of scientific, methodological and practical problems related to these issues.

Although reforms have been carried out in the education system of our country in recent years, wide opportunities have been opened, but there are many problems that need to be solved. The fact that the head of state pays special attention to education, and the fact that the president himself is at the head of these reforms, shows how important educational reforms are for the society. According to the head of our state, "if we do science and education correctly, all fields will be developed by qualified specialists themselves." Also, at the meeting of the president and science representatives held at the National University of Uzbekistan on May 24, 2019, Shavkat Mirziyoyev emphasized that the only way is to reform education and develop science. After all, in order to further develop science in our country, to educate our youth as possessors of deep knowledge, high spirituality and culture, to rapidly continue the work started on the formation of a competitive economy and to raise it to a new, modern level, 2020 has been designated as the "Year of Science, Enlightenment and Digital Economy Development." I propose to name it" [1.12]. It is worth noting that "the introduction of continuous education in our republic requires the management bodies of the education sector to solve a number of tasks and constantly improve and develop them. In this case, it is important to provide the educational process with quality regulatory and legal documents in a timely manner.

It is necessary to create competition in the system by liberalizing management in the higher education system, abandoning centralized management, giving academic independence to universities and creating financial freedom. It is also necessary to organize the educational process in higher education institutions based on their capabilities, to develop and regularly update educational programs, and in general to increase creativity while abandoning standard educational programs.

## DISCUSSION

Today, education is recognized as one of the most

important economic resources in developed countries. "There are a number of shortcomings in the management of the education system in Uzbekistan. It is time to put the management of the education sector under one ministry. The experience of countries such as the USA and Russia shows this. In order to improve the management of educational institutions, to strengthen their independence, it is necessary to take into account the opinion of the school community when appointing the rector, vice-rectors, and evaluate the management's activities after 5 years of work»[8]. The economy now depends more and more on the skills of the worker, and in this regard the role of education in general, as well as the importance of training and retraining of personnel is increasing. On the other hand, these changes need to be learned and taught. This is the task of teachers in educational institutions. For the development of society, it is especially important for the teacher to be aware of the changes, to learn from them and to develop this ability in the students. For this, it is necessary to form a new mentality (way of thinking) in higher education in which the teacher becomes not a victim of changes, but their source and indicator.

Today, the shortage of professional personnel in the management of the state and society, especially in local areas, the rate of population growth, the current state of the infrastructure and potential of the higher education system require the next and fundamental changes.

"First of all, it is necessary to take serious steps to consistently decentralize the higher education system, drastically reduce state control and participation, and give academic independence, not limited to administrative independence. Voluntary decisions should be made, such as relinquishing administrative management functions, while maintaining the ministry's function of monitoring the quality of education and the implementation of state conditions. The ministry should have a compact and highly professional composition and move to a coordinating role.

Second, the time has come to fully implement distance education. For this, it is necessary to create sufficient infrastructures, open a wide path to distance education in legislation and procedures, and create conditions for educational institutions to widely use it. This allows to solve the issue of achieving full coverage of graduates with higher education in 3-5 years, not in the next 10-15 years, and also to optimize the amount of payment-contracts of higher educational institutions.

Thirdly, in order to create a market of higher education services, it is necessary to introduce clear, equal and

fair conditions for all participants. All participants who can fulfill the conditions set by the state and are ready to follow the law should be given the opportunity to invest in the industry.

Fourthly, it is necessary to revise the educational standards and introduce modern management approaches to control the quality of education. If necessary, for this, it is necessary to hire management development consultants and managers from prestigious universities of the world, and most importantly, to allocate necessary funds from the government.

In addition, the ministry faces a number of difficult tasks related to directly connecting higher education with the labor market, revising the directions for awarding diplomas, and stimulating the development of scientific potential.

In recent years, the scope of coverage of graduates through higher education has been expanding in Uzbekistan. In 2016, the enrollment of graduates in higher education was 9 percent, and in 2020, this indicator was 25 percent. If this process continues, it will lead to an increase in the admission rates of students to higher education institutions and the formation of a fair competitive environment. "Special attention is paid to increasing the scope and quality of higher education. Starting next year, the number of state grants allocated to higher education will be increased by at least 25 percent»[2]. Also, "there is a risk of irregular education, that is, the set of taught courses is selected based on the availability of teachers in the field. In many cases behind fancy named courses lies old content in objective form. In the process of forming programs, most higher educational institutions do not think about the knowledge system, but try to meet the requirements of the incompetent consumer of educational services»[6]. One of the urgent problems in the management of higher education institutions is the work with personnel and their rejuvenation. In Uzbekistan, the rates of inclusion of graduates in higher education are increasing, as well as the age rates of professors and teachers are also increasing.

The transformation of higher education is one of the urgent management problems, and the transformation of the university is based on 3 tasks - gathering talents, providing resources, and effective management system.

In carrying out the task of gathering talent, first of all, universities should be allowed to independently determine the procedure for selecting students with the highest academic performance in each field. In order to provide resources for the second task, there

are four main sources of funding to consider. These include the state budget, revenue from contract research for public and private companies, revenue from grants to universities, and tuition fees. Therefore, in order to establish an effective management system, it is necessary to create an environment and work conditions that support the formation of the spirit of free competition, unlimited scientific research, critical thinking, innovation and creativity in universities. Meanwhile, universities with full management autonomy are becoming more flexible. Therefore, they can manage their own resources and respond to the needs of a rapidly changing global market without being bound by external binding standards. In general, each university should have its own financial autonomy to allocate funds, hire teachers and staff, and set their salaries.

Here, 3 different approaches to the transformation of higher education institutions are of particular importance. It envisages modernization of existing universities, their merger and establishment of new universities.

Through the transformation, students have the opportunity to form individual educational programs. The need for a teacher as a repeater disappears. Its task will be to help students manage large amounts of information. There is a need to encourage consumer education. Social networks are used to conduct practical training, and a leading specialist or expert teaches through online tools.

According to the decree of the President "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030", at least 10 universities of our country are expected to enter the first 1000 positions of the list of higher education institutions in the ranking of internationally recognized organizations by 2030. For this, of course, it is necessary to gradually transfer higher educational institutions to the self-financing system, to introduce a modern credit module system into the educational process.

In this, the structure and technologies of education will be improved, as a result, universities will be transformed into scientific institutions capable of providing modern education and introducing innovations.

Another important point is that the solution to the problems related to the training of qualified personnel should, of course, come from the reorganization of the educational process. The future trend of education is inextricably linked with digitization. This will change the labor market and create conditions for the emergence of new competencies. Accordingly, the next ten years

should be a period of significant changes in higher education — a stage of reorganization of the educational process based on the formation of a new middle class for the development of the digital economy and the use of artificial intelligence technologies. The reform of digitalization of education envisages equipping them with modern technologies - "computers connected to the Internet, information systems that allow the use of educational resources, the results of modern scientific research and development, electronic scientific libraries in different languages of the world. With the development of education based on the digital economy, the role of the state in the field will decrease. Conditions and requirements are created for the emergence of new suppliers of competitive educational services in the domestic and world markets. One of the main tasks of universities is to establish effective interactions with employers to determine promising professions and qualifications of graduates»[7]. Therefore, it is a requirement of the times and social development to bring new approaches to higher education, to change the attitude towards it, to carry out the process of its transformation, and to initiate reform processes for the gradual application of international standards.

The educational revolution represents an unprecedented expansion of the number of students at all levels of education [5:78].

## **CONCLUSION**

The fundamental reforms of higher education in our country in recent years have increased the need to reform the higher education system. Because it is very important to train strong and potential personnel capable of carrying out reforms based on the intended results. In today's globalized world, in the conditions of market relations, it follows that it is necessary to adapt higher education to market mechanisms, to modernize the activity and management of HEIs, and to introduce the principles of autonomy to them.

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