

Aktuelle fragen zum autonomiemanagement in der hochschulbildung

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Außerordentlicher:

Zusammenfassung: Dieser Artikel diskutiert die Probleme der Autonomie und des Empowerments in der effektiven Verwaltung der Universität auf der Grundlage des Konzepts der Hochschulentwicklung. Der Beitrag analysiert die Verbesserung der Bildungsqualität, die marktgerechte Gestaltung der Bildungsarbeit, die Rolle der Fachbereiche als zentrale pädagogische und wissenschaftliche Einheit im Hochschulmanagementsystem. Besonderes Augenmerk wird auf die Verbesserung der Effizienz der wissenschaftlichen Forschung, den Aufbau einer innovativen Wissenschaftsinfrastruktur, die Sicherstellung der akademischen Unabhängigkeit, der finanziellen Unabhängigkeit und der Nachhaltigkeit der Hochschulen, ihrer systemischen Entwicklung und anderen Themen gelegt.

Schlüsselwörter: Hochschule, Fachbereich, Leitung, Behörde, Bildungsqualität, wissenschaftliches Potenzial, Curriculum, Curriculum, Arbeitsmarktanforderungen, Fakultät, Absolventen, wissenschaftliche Forschung.

Actual issues on autonomy management in higher education

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Abstract: This article discusses the problems of autonomy and empowerment in the effective management of the university based on the concept of development of higher education. The article analyzes the improvement of the quality of education, the organization of educational work taking into account the needs of the market, the role of departments as the main educational and scientific unit in the university management system. Crucial attention is paid to improving the efficiency of scientific research, the formation of the innovative infrastructure of science, ensuring academic independence, financial independence, and sustainability of higher education institutions, their systemic development and other issues.

Keywords: higher education institution, department, management, authority, quality of education, scientific potential, curriculum, curriculum, labor market requirements, faculty, graduates, scientific research.

Introduction.

It is known that nowadays the growing demand for the level of training of specialists, the fact that the education system determines the position of the state and the person in the modern world, requires constant changes in the education system and flexibility to market conditions. Furthermore, in recent years, new models of higher education have been developed and implemented, and the main emphasis is on creating universities of a new type, a new generation, based on innovation, autonomy, and the unity of science and education. To participate in world rankings, universities must meet high standards. The main criteria are the quality of education, the demand for graduates in the labor market, scientific potential, promotion of scientific and innovative ideas, international exchange and scientific activity of teachers (index of publications and citations).

Today, the problem of the quality of education is the main issue of reforming and modernizing the country's education system. Higher education institutions provide their graduates with quality education, giving them the opportunity to effectively supplement and update their knowledge, professional skills, abilities and competencies, taking into account scientific achievements. Their parents are obliged to take into account the requirements of the founders of the university to the content of the training of specialists.

As highlighted in the UN 2030 Sustainable Development Goals, higher education is emerging as a leading driver of sustainable economic growth in the world. As a result, the pace of training highly qualified personnel in the world in recent years has been maintained, and by 2030 the number of university students is projected at 414 million, which is 4.2 times more than in 2000 [14]. This means that the issue of improving the quality of higher education is a complex problem in terms of creating the basis of knowledge that modern specialists receive during their life in higher educational institutions.

As well as the concept of the development of the higher education system of the Republic of Uzbekistan until 2030 raises the process of training highly qualified, independently-minded personnel to a qualitatively new level, increases the efficiency of research in higher educational institutions, the wide involvement of young people in scientific activities, the formation of infrastructure for innovative science, modernization of higher education, ensuring academic

independence , financial independence and sustainability of higher educational institutions, their systematic development and improvement of management activities and other issues.

The purpose of the study is to study the problems and prospects of ensuring the independence of the management of higher educational institutions in the country.

Degree of studying the problem.

Research aimed at improving the management of the training of highly qualified personnel in higher education institutions in the world's leading research centers and higher education institutions, including Harvard University, New York University, Stanford University, Graduate School of Business, University of Chicago (USA), Oxford Brooks University, University of Cambridge (UK) , University of Munster (Germany), Wageningen University and Research Center (Netherlands), Japan International Cooperation Agency (Japan), International University of Business and Economics (China), Singapore University of Management (Singapore)), UNDP, UNESCO, Moscow State University, Russian University of Economics (Russia) [10], as well as the Institute for Forecasting and Macroeconomic Research of the Ministry of Economic Development and Poverty Reduction of the Republic of Uzbekistan, Westminster International University in Tashkent. , Tashkent mechanic of irrigation and agriculture Institute of Engineers of Engineers of the National University of Uzbekistan, Tashkent Financial Institute, Samarkand State University, Tashkent State Economic University, Karshi State University (Uzbekistan).

The process of managing the training of highly qualified personnel and sending them to work; Theoretical foundations, models and modern trends in the integration of higher education, science and industry and a number of other questions from foreign scientists A. Asher, R. Barro, D. Douglas, E. K. Andrade, E. Hanushek, B. Kozma, A. Maddison, G. Philip, Reflected in the research work of L. Pritchett and others. Quality management of higher education, the impact of graduate training on economic development and other issues were discussed by scientists from the CIS countries E.O. Akvazba, E.V. Balatsky, N.N. Bedenko, K.N. Gozhenko, A.Kh. Yankaziev, A.P. Kolyadin, L. Polischuk, A. K. Savina, studied by V.I. Sukhochev. Among the economists of our country - K. Kh. Abdurakhmanov, R. Alimov, A. N. Aripov, G. N. Akhunova, B. A. Begalov, A. Sh. Bekmurodov, S. S. Gulyamov, Sh. N. Zainutdinov , M. A. Ikramov, N. K. Yuldashev, R. I. Khalmuratov. , D.S. Kasimova, R.I. Nurimbetov, B.Kh. Raksimov, R.A. Rakhmanbaeva, M.Kh. Saidov, A.N. Despite the fact that in the scientific works of Samedov, B.Yu. Khodieva, Sh.D. Yergashkhodzhaeva, AT Yusupova [11] and others. Much research has been done on the theoretical and practical aspects of managing the training of highly qualified personnel in higher education, this problem still exists today and remains relevant.

Research methodology.

As well as, the methods of induction and deduction, systematic and comparative analysis, forecasting, statistical and mathematical analysis were used in conducting the research.

Analysis and results.

The process of creating an effective management system that ensures the quality of educational activities is a necessary condition for higher education institutions to operate in the market of modern educational services. All this can be expressed in concrete terms as optimization of the quality of education. Optimizing the quality of education is one of the important factors in improving the effectiveness of management of training highly qualified personnel.

The issue of quality assurance in higher education is a pressing issue facing every university and its departments. Today's focus on education differs depending on the purpose of education. If in the 2000s the goal of higher education was to provide students with a certain set of knowledge and to form relevant practical skills and abilities (the "University 1.0" model), now its goal is to create a new production of knowledge, based on a specific type of activity. to form a competitive professional personality (University 3.0 concept) with the skills to transfer knowledge to the environment and to supplement their knowledge independently. Today, the higher education system still faces a number of pressing problems and shortcomings in the field of quality assurance, research, innovation and other areas.

As President Mirziyoyev said at a video conference on the priorities of the higher education system in June this year: "... over the past three years, the number of higher education institutions has increased from 65 to 117, the number of admissions has increased from 66,000 to 181,000. Their material and technical base has been strengthened. Within the framework of joint educational programs with foreign countries, training of specialists in 64 new professions has been launched. The salaries of professors and teachers have been increased by an average of 3.5 times. But changes in quality are not yet noticeable. The Ministry of Higher and Secondary Special Education and rectors do not pay attention to the issue of improving the quality of education and the organization of educational work based on market needs. For example, 55% of the 815 routes do not meet labor market requirements. Higher education institutions are not provided with textbooks in about 2,000 subjects, and curricula are based on subjects and directions from 40 years ago. Overall, 65 percent of the population surveyed said that the results of higher education reforms were not being felt." [4] Therefore, the meeting identified 4 priorities in the field:

1) increasing the role of boards of higher education institutions and expanding the powers of departments;

2) adapting the educational process to market requirements, ensuring its integration with production and creating an environment for students to work on themselves;

3) increase the scientific potential of higher education institutions, the development of science and innovation;

4) issues of reducing paperwork for professors and students, a sharp reduction of bureaucracy and corruption through the digitization of the industry.

In order to effectively carry out these tasks, higher education institutions will be empowered to make independent decisions on academic and organizational management.

In fulfilling these tasks, as well as in the management system of the higher education institution, the departments play an important role as an educational and scientific unit. It is the departments that provide the educational process and all the elements of teaching and learning - from the curriculum to textbooks - are created here, the departments conduct fundamental research and practice-oriented developments, organize methodological work, create conditions for intellectual and personal development of students and teachers. is created. There are several types of departments in the higher education system. Specialist departments are responsible for training specialists in a particular field. The general professional department teaches its subjects (mathematics, philosophy, languages, history, etc.) to students of any direction. The main department of the enterprise is the area of interaction between the educational institution and the specialized company [7].

Departments should participate in the activities of various programs for the development of higher educational institutions, in areas other than teaching and research - the document management system, report on the results of activities, interact with other departments and management. However, one of the main functional tasks of the departments is the organization of the educational process, providing it with qualified teachers and the necessary training equipment [6].

In general, the expansion of the powers of departments is aimed at expanding their independence and freedom. Recently, significant changes have been made in this regard. Starting from the current academic year, the university board makes a decision on the implementation of curricula and literature, scientific programs, teaching load of professors and forms of education based on the proposals of the departments. It should be noted that the independence of the departments should not serve to reduce the quality of education, but to improve it. First of all, departments should be independent in their creative approach to the development of professional and qualification requirements, but at the same time they should not forget about educational standards. Any independence must be guaranteed responsibly. Therefore, curricula and scientific programs adopted at the departments must comply with state educational standards.

A study of the state of higher education institutions in the country shows that there are pressing problems that need to be addressed. According to the analysis, in the higher education system, “the educational process is carried out on the basis of the standards approved in 2001. However, during this period, international educational standards were adopted twice. Some courses are tailored to the needs of the faculty rather than the demands of the times and the market. Students also study subjects that are not related to their field ”[4]. These views require the higher education system to create a mechanism to bring state educational standards in line with international standards, to ensure their flexibility by making regular changes to the requirements for professional qualifications based on the requirements of the market and employers.

One of the main tasks of the departments of higher education is to conduct research activities. The concept for the development of the higher education system in the Republic of Uzbekistan until 2030 provides that research is inextricably linked with education, science, innovation and the commercialization of research results. According to the concept, by attracting foreign investment, expanding the range of paid services, creating technology parks, foresight, technology transfer, start-ups, accelerator centers in universities, their research and forecasting the socio-economic development of relevant industries and sectors. It is planned to ensure the participation of professors, researchers, doctoral students, undergraduates and bachelors in scientific and innovative activities in the established technoparks [3]. Considering that all this work is carried out at the departments, the question of their scientific potential arises at the center.

According to research data, in international practice, the prestige of a university with a scientific potential of less than 70% will not be high. In Uzbekistan, this figure is 36.4%, and the average age of graduates is 49 years (doctors of sciences - 56 years, doctors of philosophy and candidates of sciences - 43 years) [2]. Research shows that innovative activities in departments, implementation of research results, commercialization of scientific developments, the effectiveness of attracting talented young people to research and a low level of "education - science - production", the number of citations of articles published in prestigious international scientific journals has recently decreased, most graduates do not meet the requirements of the labor market and employers due to the fact that the activities of the departments are carried out outside of connection with production. To strengthen the university's research activities and expand their independence, the assessment of scientific potential should focus on the level of involvement of young people in research, sending one young scientist from each department to internships abroad. for the right to admit up to 5 doctoral students and up to 3 independent researchers for timely and high-quality scientific leaders, research centers will be created at the departments, provided with educational and laboratory equipment and the necessary equipment. This necessitates the establishment of

cooperation of each department with industry enterprises, the creation of conditions for teachers to conduct practical research at enterprises.

In this regard, it is worth noting one more factor that negatively affects the scientific activities of teachers and researchers of the department. A large amount is allocated to pay for articles published by researchers in the journals *Scopus and Web of Science*. On the other hand, researchers sometimes fall into the trap of low-profile “pirated” journals, damaging their academic reputation and that of the country. For example, in Uzbekistan, by the end of 2020, 2,916 articles indexed based on *Scopus* were published, of which 1,740 or almost 59.7% were published in “pirated” journals. For comparison, the number of articles published by our closest neighbors in Kazakhstan increased 1.4 times over the corresponding period, while the number of articles published in low-profile journals was 10.9%, in Kyrgyzstan - 4.8%. and in Tajikistan - 2.5% (table 1). [8]

Table 1.**Share of articles and abstracts in sources stopped by Scopus by country in 2020**

	Country Name	Total articles and abstracts	In discontinued journals	In discontinued journals (as a percentage)
1.	Uzbekistan	2916	1740	59.67%
2.	Iraq	14,687	3643	24.80%
3.	Indonesia	25,601	5995	23.42%
4.	Philippines	4497	550	12.23%
5.	Kazakhstan	4070	444	10.91%
6.	Malaysia	28,527	2833	9.93%
7.	India	155,294	13,383	8.62%
8.	Jordan	6096	389	6.38%
9.	Bahrain	896	57	6.36%
10.	Ukraine	12,521	700	5.59%
11.	Kyrgyzstan	413	20	4.84%
12.	Afghanistan	268	11	4.10%
13.	Vietnam	15,451	576	3.73%
14.	Romania	11,984	443	3.70%
15.	Morocco	7196	260	3.61%
16.	Ummon	2278	81	3.56%
17.	Papua New Guinea	217	6	2.76%
18.	Peru	4288	111	2.59%
19.	Palestine	1087	28	2.58%
20.	Tajikistan	236	6	2.54%

The data clearly show that the challenges in this area are urgent. As we can see, it is undesirable that Uzbekistan ranks first among the 20 countries surveyed for publishing articles in suspended journals.

The education system must meet modern requirements, determine plans for the future and strive for the future. Therefore, to solve the above problems in the field of scientific activity, target indicators of the Concept for the Development of the Higher Education System of the Republic of Uzbekistan until 2030 were adopted (Table 2) [3].

Table 2.

Prospects for increasing scientific activity in higher educational institutions of the Republic of Uzbekistan

N	Indicator name	Unit of measurement	In years					Change in 2030 compared to 2019
			2019	2020	2023	2025	2030	
1.	Articles in journals indexed in Scopus, ScienceDirect, Web of Science and other international scientific and technical databases	number	750	1200	2500	4000	7000	9.3 times
2.	Scientific journals of higher education institutions included in Scopus, ScienceDirect, Web of Science and other international scientific and technical databases	number	-	2	10	25	35	
4	Professors and teachers working in higher education institutions with "Hirsch" index (h-index) 5 and above	number	142	171	295	460	900	6.3 times
5.	Percentage of international students	percent	1	3	6	10	15	points 15 percent

As can be seen from the table, the Concept pays special attention to increasing the scientific potential and activity of higher educational institutions of the republic. By 2030, compared to 2019, the number of articles in journals indexed by professors and researchers in Scopus, ScienceDirect,

Web of Science and other international scientific and technical databases will increase 9.3 times, the Hirsch index in universities (Hirsch index).) is intended to increase the number of professors 5 and more by 6.3 times. Correspondingly, in 2019, none of the scientific journals published in the country's higher educational institutions is included in the above international scientific and technical database. It is planned to increase the share of students studying in our country by 15%. It should be noted that achieving the set goals has a synergistic effect. That is, the effect of one achievement has a stronger effect on another goal, and the results are even higher. The results of the analysis show that in the effective management of the training of highly qualified personnel, it is important that industry professionals and training participants perform their duties in accordance with the established requirements [12]. This requires the academic and financial independence of higher education institutions.

Conclusion. Therefore, to ensure freedom and independence of management of the higher education system, it is important:

- Focus on developing practical skills by adapting curricula and programs to the needs of employers. For this, it is necessary to develop a program of interaction between departments and employees. The program includes practical training and internships at manufacturing enterprises, attracting experienced specialists from manufacturing enterprises to conduct practical training;
- Improving the quality of education by optimizing the annual workload of teachers. Increasing the level of provision of textbooks by introducing a mechanism for increasing the time allocated for the creation of textbooks in the total annual workload due to study time, as well as translation of foreign literature. Creation of remote access to departments from the world's leading libraries. Introduction of digital technologies into the educational process;
- Achievement of modernization of their professional skills by encouraging teachers to improve their knowledge of foreign languages and information and communication technologies, as well as the establishment of cooperation between all departments of the university and departments in various fields. This will not only increase the potential of the teaching staff, but also help overcome some problems in the economy (for example, when creating various programs).
- Establishing professional management of higher education institutions and their links, as well as departments. To do this, train all joint managers in modern management in order to establish an assessment of their performance. This includes the use of methods to interview employers, parents and the general public;
- Ensuring fairness and transparency in the selection of teaching staff, as well as preventing corruption in issues resolved by the leadership of the university, including;

- Reduction of paper work in higher educational institutions, acceleration of the transition to the electronic form of educational and methodological documents and the creation of an electronic database system for reporting. Consideration, amendment or cancellation of normative documents in terms of ensuring the current independence of universities and faculties;

- as well as the creation of joint educational programs with foreign higher education institutions and research centers, the organization of international joint scientific journals, the inclusion of international experts in the scientific journals of higher education institutions Scopus, ScienceDirect and other international scientific and technical databases.

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