



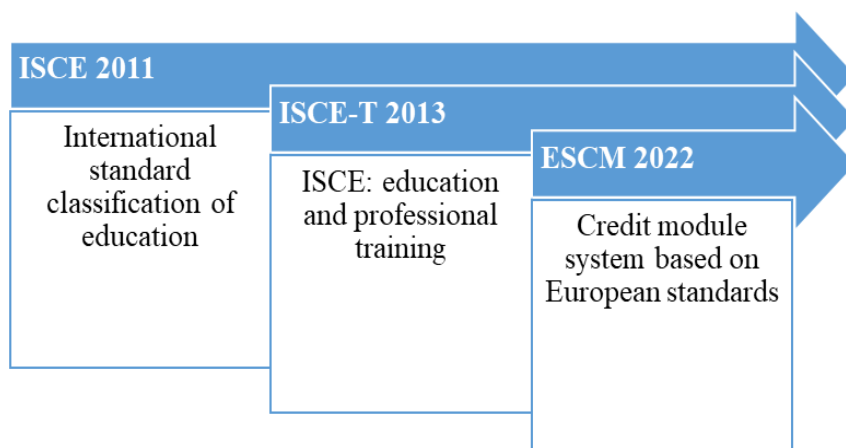
# ANALYSIS OF THE PRACTICE OF ADAPTING THE MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS TO WORLD STANDARDS IN UZBEKISTAN

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**Abstract:** *In the context of the globalization of the world economy, management models based on science and innovation began to develop as a result of the transformation of the classical methods of organizing the activities of higher education institutions and their management processes. In this case, the global development of the higher education services market, together with the acceleration of processes such as labor migration between countries, brain drain, and the deepening of the integration of universities into international rating indicators have led to the transformation of the practice of managing the activities of higher education institutions.*

**Key words:** *education, higher education, higher education institutions, foreign higher education institutions, higher education coverage level, management of higher education institutions.*

The issue of improving the quality of education in the management of higher educational institutions of our country is one of the permanent tasks that have been constantly in the center of attention. In this regard, in the management of teaching processes in higher education institutions, the integration of the market of higher education services into the international standards is carried out step by step. In this case, higher education services are provided based on the recommendations given by UNESCO on the development of the qualification requirements developed in the process of teaching students in higher educational institutions based on the employer's proposals.





## Figure 1. Stages of improving the quality of student education based on international standards in the management of higher education institutions of Uzbekistan <sup>1</sup>

According to the information provided by the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, improving the quality of student education in the management of higher education institutions in our country was adapted to the classification of international standards of education in 2011, and by 2013, it was integrated into the fields of education and professional training of this classification. Starting from 2022, student training processes in all higher education institutions were transferred to a full credit-module system based on the European ECTS system (see Figure 1).

As a result of the integration of international education standards in the management of student training processes in higher education institutions, qualification requirements for 625 bachelor's courses and 634 master's specialties have been developed based on employer requirements (see Figure 2). According to the Ministry of Higher Education, Science and Innovations of the Republic of Uzbekistan, today a total of 943,000 undergraduate and 25,000 graduate students are enrolled in higher education institutions, and the coverage level of the population with higher education services has reached 38.4%.<sup>2</sup>

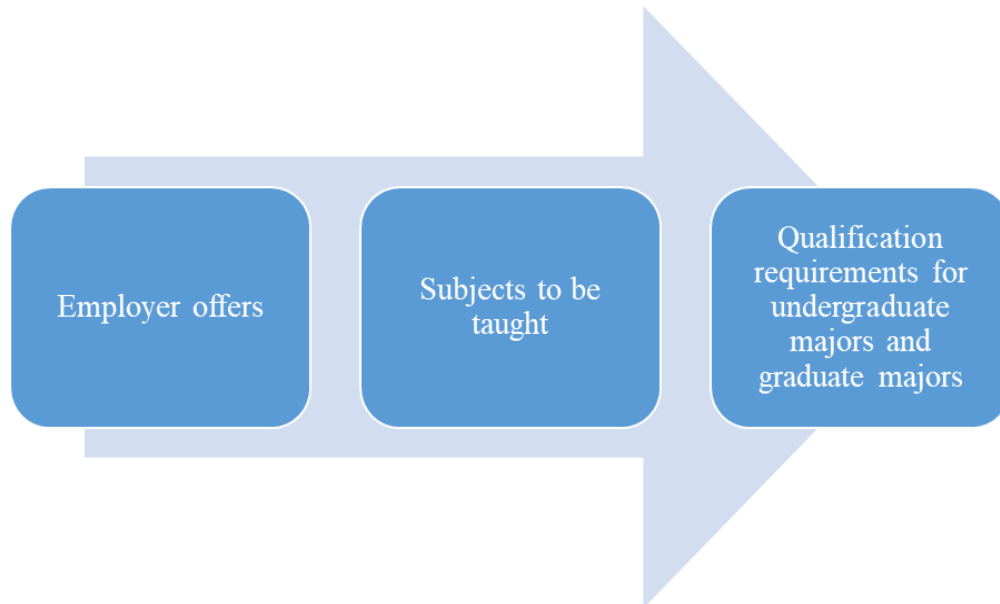


Fig. 2. Stages of development of qualification requirements for management of student teaching processes in higher educational institutions <sup>3</sup>

<sup>1</sup> It was compiled based on the information of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan <https://edu.uz/uz/pages/sss>

<sup>2</sup> It was compiled based on the information of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan <https://edu.uz/uz/pages/sss>

<sup>3</sup> Created by the author.



At this point, it should be noted that digitization of higher education processes has been carried out in recent years in our country, as in other branches and sectors of the national economy. In particular, administrative management, educational process, scientific activity and financial management in higher education institutions were integrated into the HEMIS system. At the same time, the "Electronic Library" platform, consisting of more than 3.97 million books, was launched. The following opportunities have been created for students and their parents by switching to the "online" mode of payment of fees for the use of higher education services:

- sending a request to receive a payment contract by submitting an online application;
- receiving an electronic contract remotely - a payment contract with a QR code is issued;
- reports - it will be possible to analyze the payments made by higher education institutions and students together with full control;
- Integration of the State Test Center with the online admission system "my.dtm.uz" - remote submission of documents to higher education institutions.

**Table 1**

**The number of professors and teachers of higher education institutions and their structural indicators <sup>4</sup>**

	2016 y		2019 y		2022 y	
	per unit	in percent	per unit	in percent	per unit	in percent
Total	24368	100,0	26837	100,0	34539	100,0
including						
Doctor of Science (DSc)	1415	5,8	2201	8,2	2799	8,1
Doctors of Philosophy (PhD)	6351	26,1	7769	28,9	10651	30,8
Without a degree	16602	68,1	16867	62,8	21089	61,1

<sup>4</sup> Ўзбекистон Республикаси Олий таълим, фан ва инновациялар вазирлиги маълумотлари асосида тузилган <https://edu.uz/uz/pages/sss>



Scientific potential	31,9	37,1	38,9
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Also, in 2016-2022, priority was given to measures aimed at increasing the scientific potential of professors and teachers in the management of higher education institutions. During the analyzed period, the total number of professors and teachers directly participating in the process of teaching students in higher education institutions increased by 1.4 times, from 24.4 thousand to 34.5 thousand, respectively. percent to 8.1 percent, and the share of doctors of philosophy (PhD) increased from 26.1 percent to 30.8 percent. Also, during the analyzed period, the indicator of the scientific potential of higher education institutions increased by 7.0 percent and reached 38.9 percent in 2022 (see Table 1).

The following conclusions were drawn based on the analysis of the development of the market of higher education services in our country and the practice of managing the activities of higher education institutions:

- measures to increase the level of coverage and quality of services provided in the management of higher education institutions in our country are organized in a mutual relationship;
- to achieve the following results through digitalization of higher education services:
  - In 1991-2022, a database of diplomas of graduates of higher education institutions was created;
  - administrative management, educational process, scientific activity and financial management in higher education institutions were integrated into the HEMIS system;
  - a database of students studying in higher education institutions was formed;
  - the state interactive service for issuing a certificate from the place of study and issuing a duplicate diploma of documents on higher education was introduced;
  - infrastructures of higher education institutions were improved;
  - modern information systems such as remote education, QR-code, interactive services and online Olympiad were introduced into management practice;
  - educational and methodological support of higher education institutions was improved;



- quality indicators of services provided by higher education institutions were integrated to international standards.

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