

## **THEORETICAL ASPECTS OF EFFICIENT MANAGEMENT OF HIGHER EDUCATION INSTITUTIONS IN THE CONDITIONS OF INNOVATIVE ECONOMY**

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**Abstract.** The article covers the concept of efficiency, its importance. The role of financial resources in the development of higher education as an educational institution and the analytical approaches to its management were studied. The specifics of the process were analyzed on the basis of real data and the existing problems and achievements were explained in detail. On this basis, scientific conclusions and practical proposals were made.

**Keywords:** higher education, efficiency, internal and external aspects of efficiency, quality management of education, effective management of higher education institutions, rating, financing, financial stability, solvency, profitability.

### **Introduction.**

As with all sectors, the development of a strategy for effective governance of the higher education system requires a serious study and analysis of recognized world experience in the management of this sector. Also, one of the most pressing issues is the in-depth analysis of the development prospects and trends of higher education in the world, taking into account the specific socio-economic, cultural and political aspects of the country. It is necessary to consider separately the recognized global

trends in the development of this sector in international practice. Because Uzbekistan's neighbors, as well as countries with deep historical roots in economic, political and social relations, including Kazakhstan, the Russian Federation, Kyrgyzstan and Tajikistan, are the main competitors in the field of higher education. It is advisable to take into account the economic and socio-political significance of these issues and develop appropriate measures. Given the importance of this issue today, and high the application of varies in terms of road users and managers.

The following globally recognized trends in education need to be put into practice:

- strengthening and privatization of economic and financial independence of higher education institutions;

- diversification of higher education services in accordance with international standards;

- to create and support conditions for increased competition in the market of higher education services-support;

- creating conditions for the universalization of higher education institutions in their field and expanding the scope of applicants;

- it is necessary to simplify the entrance exams to higher education institutions and to intensify the teaching process and improve the quality of education.

By carefully and diligently studying the international experiences, we will get rid of the work forms and methods that have become frozen in education and are losing their relevance, and we will have additional rich resources for updating it in a proper way. The world scientific community, statesmen, leading economists and organizations have recognized a large number of HEIs as a large scientific and research sector; the main element of the national innovation system; regional innovation organizer (center, core of innovation clusters); the main link between the idea, knowledge, technology and the final innovative product; "activator" in the process of transfer of technologies and knowledge to the non-academic sphere; center

for commercialization of knowledge-based technologies; the main element of the knowledge and technology transfer system; promising field of innovation search; the driver of the growth and development of socio-economic systems and, finally, they are included among the institutions of global peace.

- Innovation in the content of education is explained by the introduction of traditional, non-traditional and distance education types.

- We see the introduction of active, passive and interactive methods of innovation into teaching methods. If the use of the active method serves to increase the activity of students in the course of the lesson, the passive method is explained by giving students a one-sided understanding. The interactive method is understood as active action together (teacher and student, student and student).

- We can see the introduction of innovation into the form of lessons in the example of standard, non-standard and virtual lesson forms.

- Innovation in teaching types is explained by problem-based learning, heuristic learning, graded learning, integrated learning, interactive learning, informal learning, formal learning, non-formal learning.

- We will explain the introduction of innovation into teaching tools with the help of multimedia, electronic boards and other tools during the lesson.

### **Materials**

The effectiveness of the higher education system is regularly studied by economists and specialists of the Republic as an object of scientific research. In particular, Academician Kh Abdurahmanov gave scientific conclusions on the reform and management of the education system in the financing of the social sphere in Uzbekistan [13]. Academician S.S. Gulyamov studied the specific importance of human capital in Uzbekistan through the financing of the social sphere and paid special attention to the Uzbek model of its development [14]. Professor Sh.A. Toshmatov gave scientific and practical conclusions on the specifics of education and health in forecasting budget expenditures in the social sphere [15].

In the effective management of higher education institutions, it is necessary to determine the efficiency, effectiveness of the system-oriented financial resources, as well as performance indicators based on the results achieved. This, in turn, requires research in this area, the development of science-based proposals and recommendations.

### **Methods**

During the study, proposals were developed to improve the importance of financial independence of higher education institutions and ways to increase the efficiency of financial resources, using the methods of monographic analysis and expert and systematic analysis.

### **Results**

It is known from the history of economic doctrines that as human society develops, the problem of fully satisfying unlimited needs with limited resources arises. At the same time, the issue that scientists are focusing on is the issue of efficiency. It is the provision of efficiency that determines the level of economic development of a society, depending on the creation of the product at the expense of expenditures in the context of limited resources. Efficiency is an economic category that has a broad meaning and has been variously defined by economists from history. In defining the content of efficiency, there are three main views: classical, neoclassical (marginal) and neo-institutional. According to him, in general, efficiency is a goal that is set correctly. The study of efficiency usually focuses on the concepts of social, economic, socio-economic and environmental efficiency in many cases. There are still various views, definitions, interpretations and scientific studies on the efficiency of higher education, especially in the education system. Because the effectiveness of higher education is a broad concept, it is theoretically impossible to directly apply the definition of effectiveness. Within the requirements of market relations, not only society and the state, but also everyone will not be indifferent to how the cost of living and labor is achieved to meet their needs. The effectiveness of

the higher education system directly depends on the number of specialists emerging from universities, their potential, specialization in the field, employment, material and technical base of universities, scientific potential of professors and teachers, and many other features and aspects. Only part of the considered aspects of the effectiveness of higher education has been studied in direct connection with the successful operation of a particular higher education institution, and little attention has been paid to its analysis at the national level. Theoretically and practically, it is known that effective management, as a result of systematic correctness, will increase the competitiveness of higher education institutions in the market of educational services, which will have a direct positive impact on the efficiency of the institution. In this regard, the category of "efficiency" in relation to the university, given its modern economic and social conditions, necessitates its functioning as an effective subject of the national economy. Theoretically, two aspects of the economic efficiency of higher education can be distinguished: These are: internal and external aspects, and the internal aspect refers to the consideration of economic problems that reflect the rational use of available resources by the higher education sector in general and by each higher education institution in particular. Key indicators of internal economic efficiency include the cost of training a student, the content of higher education and the academic level of professors, the quality of professional training, the level of formation of the material and technical base, the professional composition of teaching staff and more. In assessing the effectiveness of HEIs, these indicators require in-depth analysis. A separate approach to each of these indicators is needed. We will focus on some of these indicators, including the cost of training a student. One of the challenges facing the higher education system in many countries today is that rapid student growth outweighs the potential for increasing financial resources. This is because the amount of the fee-contract paid by the students does not cover the fixed costs. This is also stated in the following analysis of the Ministry of Higher and Secondary Special Education. "Today, the average cost of training a student is 10.5 million soums, while

the average cost of the contract is 8.7 million soums" [10]. Today, the negative difference between these indicators has widened, as the monthly salary in the country.

### **Discussion**

These cases are one of the factors that seriously affect the effectiveness of higher education institutions. Because, as a result of this imbalance, there are problems in covering the identified, planned costs, but these shortfalls are covered by the earned (super) contract payment. In our opinion, this is a measure to overcome the temporary situation, but in the world experience, such cases are considered and evaluated as an indicator that directly affects the ranking and efficiency of the university. It is right to sell knowledge for money, because according to the laws of a market economy, education is also interpreted as a subject of market relations, but in high school, learning is about working on one's own, it is questionable whether a student who has not been able to form habits and skills such as research will develop as a highly educated cadre in a defined field in a short period of four years. In particular, how accurate is it to accept and train applicants on the basis of a (super) contract in the future, working directly with people (health, his destiny) in medicine, law enforcement and other similar areas. These cases are important in the analysis of the effectiveness of higher education institutions, in assessing the potential of their staff. The aspect of the issue we are studying is a direct indicator of economic efficiency, but the effectiveness of higher education can be assessed through a direct study of efficiency and the quality of education. how accurate is it to accept and train applicants on the basis of a (super) contract obtained in law enforcement and other similar areas. Let's look at the state of budget accounting for 1 student in some selected universities The table also shows that the rate per 1.0 students in higher education varies, including the University of Journalism and Mass Communication of Uzbekistan in 2018 amounted to 23678.0 thousand soums, in the UzDIA this figure was 47895.0 thousand soums and in NDKI 74485.0 thousand soums. In 2019-2020, the difference in the amount per student will be maintained, which suggests that the

allocation of budget funds is approached separately based on the specifics of higher education institutions. However, such diversity in the analysis of university performance indicators requires the implementation of a number of separate approaches.

**Table 1**

**Teaching one student in 2018-2020 in some higher education institutions Indicators of the use of the procedure for normative planning and financing of higher education institutions at the expense of the budget on the basis of expenditures (in thousands of soums) [9]**

| The name of the university                                  | Years   |                 |   |                 |   |                 |
|---|---|-----------------|---|-----------------|---|-----------------|
|   | 2018  |                 | 2019  |                 | 2020  |                 |
|   | Students studying at the expense of the budget contingent | Budget funding  | Students studying at the expense of the budget contingent | Budget funding  | Students studying at the expense of budget funds contingent | Budget funds    |
| Uzbek journalism and the public University of Communication | 43  | 1018148         | 114   | 3072401         | 221   | 5687902         |
| Uzbekistan is an international Islam Academy (UzIA)         | 190   | 9100067         | 313   | 32714610        | 408   | 35655710        |
| Navoi statemining institutes (NDKI)                         | 710   | 12662428        | 720   | 17380892        | 720   | 21828990        |
| <b>Total:</b>   | <b>943</b>  | <b>22780643</b> | <b>1147</b>   | <b>53167903</b> | <b>1349</b>   | <b>63172602</b> |

Based on the requirements for higher education in the country, the analysis of these indicators will allow to assess not only the economic efficiency, but also the rankings of local and international universities. In the study of external economic efficiency, the study of the economic profitability of the funds spent and directed by society on higher education is of great importance. Consistent with acceptable procedures and principles clearly defined measurement methods that fully reveal the cost-effectiveness of higher education are not currently available. The economic evaluation of higher education, as part of human activity, requires a quantitative measurement of costs in this area with its economic profitability. However, since the results of work in higher education cannot be expressed in any value indicators, it is advisable to use indirect indicators (gained experience, qualifications, skills and observational conclusions). The interpretation and application of the above two aspects of the economic efficiency of education, in addition to directly reflecting the specifics of the field of higher education, also helps to clarify the concept of efficiency. On the other hand, generalizing the multifunctionality of the higher education system leads to the fact that its effectiveness has several interrelated elements. In particular, pedagogical, socio-economic, scientific-cultural and demographic aspects can be highlighted. These specially emphasized and emphasized elements (indicators) are practically indivisible and very diverse.

### **Conclusions**

In today's modern world, the development of education, the system of financing, managing and maintaining the quality of education at the level of demand has become much more complicated. On the one hand, higher education is an important area of human activity because the achievements in this system allow for social, scientific and technological change. On the other hand, the expansion of the higher education system and the change in its status can cause a number of problems. Higher education institutions of the Republic, which set themselves the task of integration into the global education system, must meet certain requirements of this market. First of all,



it is advisable to pay special attention to the requirements for the quality of educational services. The new economic conditions required the development and application of different approaches in the management of the education system. First of all, it is a process associated with the emergence of new sources of funding for changes in the structure of financial flows. HEIs need to implement a number of areas that will help to assess performance indicators based on international standards, including:

-the financial sustainability of universities should be analyzed and categorized;

-particular attention should be paid to the state of financial profitability of higher education institutions;

-it is expedient to analyze the solvency of universities and introduce coefficients.

These indicators should be analyzed separately, to consider the approaches to the budget allocations to universities, as well as to create conditions for universities to independently determine the amount of payment and contract funds, taking into account the coefficients and levels of financial stability.

This is because such indicators have not been analyzed in higher education institutions, and the funds allocated from the budget are not taken into account.

Summarizing all this, it is no exaggeration to say that today's demand for universities is to create an environment of financial freedom and healthy competition.

The implementation of these proposals will directly serve to increase the efficiency of financial resources available in universities and ensure financial stability.

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