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## Message

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Dear Academicians & Research Scholars,

My dear valuable authors & writers as you know that our open access a double peer reviewed referred an international research journal listed with many research organizations like, Global Impact Factor Australia, SJIF, Google scholar, LinkedIn and also approved in Higher Education Supreme Authority Uzbekistan. We are also member of PILA (Crossref) USA. The real motive of our international research journal is to publish worthy research papers after double blind peer review process. There is no doubt that today we have completed 10 years of our successfully publications and given international platform to our authors for publication in this journal from worldwide. I say thanks to all those authors, who belongs in the management or related field supported me direct or indirectly for the same. During the last previous years of our research journey, you can see that there are so many research papers, case studies, book reviews coming from across the world, in the field of management or related. Many academicians, research scholars & students have approached from different countries like USA, Thailand, Indonesia, Saudi Arabia, Iran, Spain, Nigeria, Kenya, Nepal, Pakistan, Sri Lanka, Uzbekistan to publish their research papers in our esteemed International research Journal. We have considered most of them to publish after peer blind review process. We have also published many research papers from different management institutes of our country. They are sending regularly for publication in the upcoming issues. In addition to, it, there are many academicians, research scholars and institutes subscribing for our journal for reading by students and faculties. There are so many academicians who are approaching for being associated with our editorial & advisory board or as a review expert. We have selected some of them from foreign countries like USA, Nigeria, Uzbekistan and Sri Lanka, Nepal. The standard of our all research papers like empirical, conceptual, book review and case study is increasing the popularity of this Journal day by day. The most inspirable things of our journal are Motivational quotations which are appreciated by readers. Our renowned advisory board & editorial board members giving me advise to maintain quality of the journal and its become a real mile stone of our success. Research is a need of today's life, without research nothing is possible in the universe. Because, research bringing revolutionary change in the life. Research based study always support academicians & scholars to upgrade their innovative skill and academic profile as per UGC and AICTE norms. I would also like to request those, who are interested to get their research papers published in the field of Retail, Tourism, Hospitality, Event Management, Import and export, HRM, Finance, Marketing, Advertising, Accounting, Economics, Aviation, and IT etc. to send their research papers through email.

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6. Ўзбекистон Республикаси Президентининг «Мева-сабзавот маҳсулотларини ташқи бозорларга чиқариш самарадорлигини оширишга доир қўшимча чора-тадбирлар тўғрисида»ги 2022 йил 4 апрелдаги ПҚ-225-сонли қарори. <https://lex.uz/uz/docs/-5984522>
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# DEVELOPMENT TRENDS OF THE MARKET OF HIGHER EDUCATION SERVICES IN UZBEKISTAN AND DIRECTIONS FOR IMPROVING THE MANAGEMENT PRACTICES OF HIGHER EDUCATION INSTITUTIONS

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Odinayeva Nigina Furqatovna – teacher of Bukhara State University

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## ABSTRACT

The article analyzes the development trends of the market of higher education services in Uzbekistan and identifies the specific features of the management of higher education institutions. In particular, scientific proposals and practical recommendations on improving the management of local higher education institutions have been developed.

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

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## INTRODUCTION

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.

### **Relevance of the research topic.**

In Uzbekistan, priority is being given to the fundamental reform of the higher education system, including reforms aimed at improving the activities of higher education institutions. In the Development Strategy of New Uzbekistan for 2022-2026, the goal of "gradual introduction of the concept of "University 3.0", which provides for the interdependence of the activities of commercialization of the results of education, science, innovation and scientific research in higher educational institutions, is defined as a measure that is being implemented in this regard in the following years. - indicates that the activities will be continued consistently.<sup>1</sup>

**The purpose of the study** is to develop a scientific proposal and practical recommendations aimed at improving the practice of management of higher education institutions based on the analysis of the development trends of the market of higher education services in Uzbekistan.

**Methods.** Systematic analysis, typology and logic, induction and deduction, analysis and synthesis, comparative and selective research, statistical observation, monographic analysis and grouping were used in the research.

### **Analysis of the relevant literature.**

G.N. from Uzbekistan Akhunova, Sh.Sh. Zakhidova, N.R. Rakhmanov, Kh.Kh. Rejapov, A.O.

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<sup>1</sup> Decree of the President of the Republic of Uzbekistan "On the Development Strategy of New Uzbekistan for 2022-2026" No. PF-60, 28.01.2022. <https://lex.uz/docs/5841063>

Ergashev, A.Kh. Eshboev, N.A. Economists such as Kasimova<sup>2</sup> carried out scientific studies aimed at managing the activities of higher education institutions, improving the quality of higher education services, improving the economic mechanism of higher education institutions, and strengthening the interaction between higher education services and the labor market. Also, the theoretical and practical aspects dedicated to the development of the management of higher educational institutions of the republic have not been systematized and comprehensively researched as a necessary research object.

### Main results.

In recent years, large-scale reforms have been implemented in our country to increase the level of coverage of the population with higher education services, and to improve the quality indicators of the educational services provided to the population. In particular, our President Sh.M. Mirziyoyev has defined the task of "developing public-private partnership in the field of higher education, increasing the level of coverage with higher education from 50 percent based on the organization of activities of state and non-state higher education institutions in the regions, and creating a healthy competitive environment in the field".<sup>3</sup> indicates that the follower will continue in the following years.

**Tabel 1.**

**Number of higher education institutions in Uzbekistan, in units <sup>4</sup>**

	School year					
	2000/2001	2005/2006	2010/2011	2015/2016	2020/2021	2021/2022
Institution of higher education	61	63	65	69	127	154
Including						

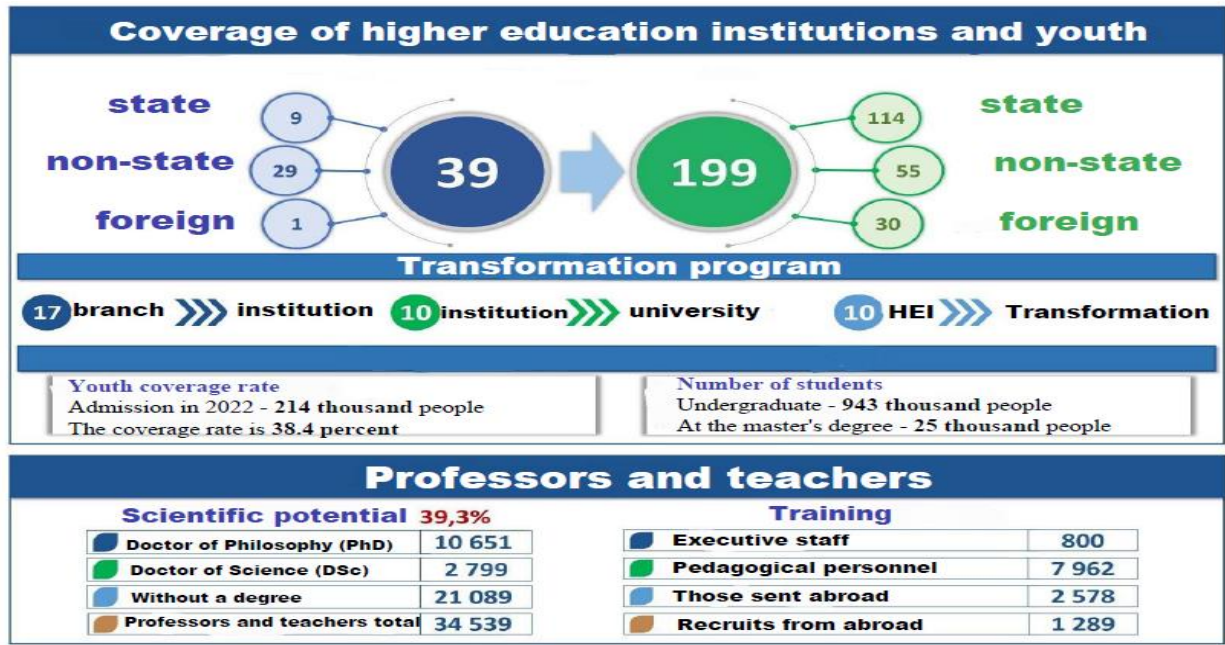
In 2022, their number reached 25, and the number of local higher education institutions increased by 2.1 times, correspondingly from 61 to 129 (see Table 1).

<sup>2</sup> Akhunova G.N. Marketing activity in the market of educational services and its improvement: dissertation written for the degree of PhD - T., 2004. - B. 45.; Zakhidova Sh.Sh. Improving the effectiveness of the mechanism of implementation of the market of higher education services (in the case of materials of Uzbekistan). i.f.n. ... diss. abstract. - Tashkent, 2012. - 23 p.; Rakhmanov N.R. Improving the quality of personnel training in the higher education system based on regional socio-economic development. i.f.d. (DSc) thesis abstract - Tashkent - 2019. 42 p.; Rejapov Kh.Kh. Improving the relationship between higher education services and the labor market. i.f.f.d. (PhD) ... diss. Abstract. - Tashkent - 2020. 26 p.; Ergashev A.O. Improving the foundations of economic management of the educational system. (on the example of the secondary - special, vocational system of the Republic of Uzbekistan): - i.f.n...dis. Characteristic. - Tashkent: TDTU, 2006. - 24 p.; Eshboev A.Kh. The impact of the education system on the development of the national economy during the transition to market relations. i.f.n. science narrow abstract of the diss. - Tashkent., 2008. - B.8.; Kasymova N.A. Covid-19 i novyy etap razvitiya vysshogo obrazovaniya. Prospects for the development of higher education. Scientific and methodical magazine of higher education experts of the Republic of Uzbekistan. No. 8. 2020. p. 15-24

<sup>3</sup> Decree No. PF-5847 of the President of the Republic of Uzbekistan "On approval of the concept of development of the higher education system of the Republic of Uzbekistan until 2030", 08.10.2019. <https://lex.uz/docs/4545884>

<sup>4</sup> [www.Stata.uz](http://www.Stata.uz)





**Figure 1. Structural indicators of higher education institutions in Uzbekistan, 2023.**

According to the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, in 2022, a total of 39, including 9 state, 29 non-state, and 1 foreign higher education institutions were established in our country. At the same time, as a result of the transformation processes carried out in order to improve the management practices of higher education institutions, 17 branches of higher education institutions were transformed into institutes, and 10 institutes into universities. As a result of the implemented reforms, as of 2023, the number of higher education institutions in our country will reach 199, of which 114 are state, 55 are non-state, and 30 are foreign higher education institutions.

(See Figure 1).

**Table 2**

**Indicators of population coverage with higher education services, per thousand people<sup>5</sup>**

Indicators	School year					
	2000/2001	2005/2006	2010/2011	2015/2016	2020/2021	2021/2022
Number of students admitted to HEI	44,7	59,6	64,1	63,0	174,9	235,9
The number of specialists who graduated from HEI	31,6	57,8	76,4	66,3	83,9	103,9
The number of students studying in HEI	183,5	278,7	274,5	264,3	571,5	808,4
Including						

<sup>5</sup> It was compiled based on the information of the Statistical Agency under the President of the Republic of Uzbekistan

In the afternoon	141,9	204,8	268,7	263,9	441,9	553,9
In the external department	41,6	73,9	5,8	0,4	118,1	228,0
In the evening part	-	-	-	-	11,5	26,5

The increase in the number of institutions of higher education services in the market of local education services provided an opportunity to increase the level of coverage of the population with higher education services. In particular, the admission quota of higher education institutions increased almost 5.3 times in 2000-2022, from 44.7 thousand to 235.9 thousand people, while the number of students studying in them increased by 4.4 times, from 183.5 thousand to 808.4 reached a thousand people. In 2000, 77.3% of the students studying in higher education institutions were full-time students, and 22.7% were part-time students, by 2022, 68.5% of the total students were full-time students, 28.2% were part-time students, and 3.3% were part-time students. was contributed by students of the evening department. During the analyzed period, the number of graduates of higher education institutions increased by 3.3 times, from 31.6 thousand people to 103.9 thousand people

(See Table 2).

It should be noted here that in the years 2000-2017, educational services were not provided to students in the higher education institutions of our country. Since the 2018-2019 academic year, taking into account the high demand for highly educated personnel in the labor market of our country, education has been started in the form of evening education. In this academic year, a total of 1,200 applicants became students of the evening education department of higher education institutions. By the 2021-2022 academic year, the number of students studying in the evening education department of higher education institutions was 26,500 (see Table 2).

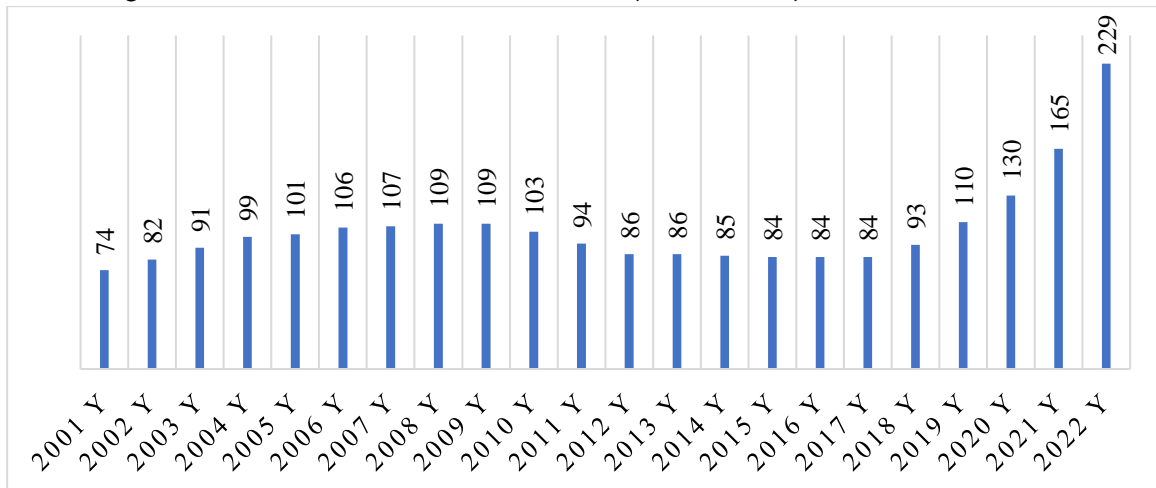


Figure 2. Number of students per 10,000 people in Uzbekistan <sup>6</sup>

The effectiveness of higher education institutions in terms of the level of coverage of the population with higher education services is evaluated by the number of students per 1,000 or per 10,000 people in international studies. According to official statistics, in 2001-2022, the indicator of the number of students per 10,000 thousand people in our country had a dynamic development trend and increased by 3.1 times during the analyzed period, from 74 to 229. In particular, in 2001-2008,

<sup>6</sup> It was compiled based on the information of the Statistical Agency under the President of the Republic of Uzbekistan 216

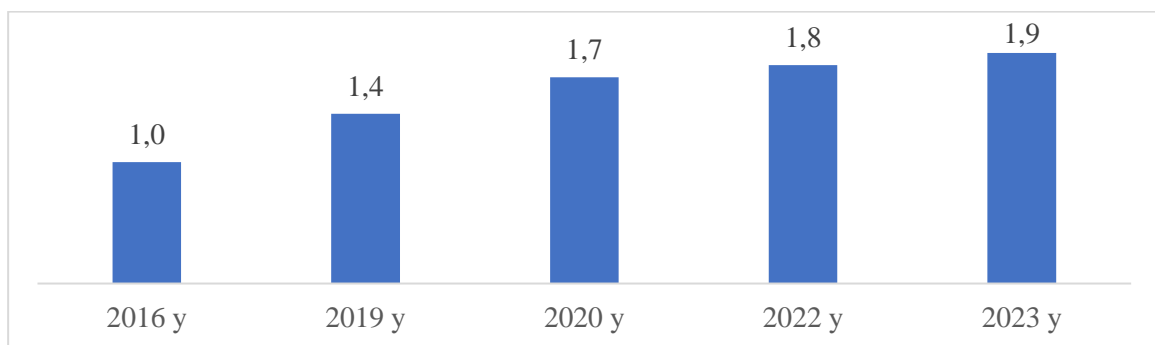
this indicator had an increasing trend, while in 2009-2016, a decreasing trend was observed. In the period after 2017, as a result of reforms aimed at increasing the level of coverage of the population with higher education services in our country, the number of students per 10,000 thousand people in our country has a tendency to increase rapidly, and in the analyzed period, this indicator has increased by 2.7 times (see Figure 2).

**Table 3.**

**State of the infrastructure of higher education institutions in Uzbekistan, as of January 1, 2023<sup>7</sup>**

Types of buildings and structures	Number	Power
Educational buildings	578	395 433
Student residences	285	108 604
Sports hall	276	–
Sports field	336	–

In our country, the increase in the level of coverage of the population with higher education services was carried out in harmony with the improvement of the quality of educational services in the management of the activities of higher education institutions. First of all, targeted measures were taken to improve the state of the infrastructure of higher education institutions, including educational buildings, student residences, the number of sports halls and fields at the disposal of higher education institutions, and to increase their capacity. According to the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, today the total number of educational buildings at the disposal of higher education institutions in our country is 578, and their capacity is to accommodate 395,433 students, there are 285 student residences for 108,604 people (3- see table).

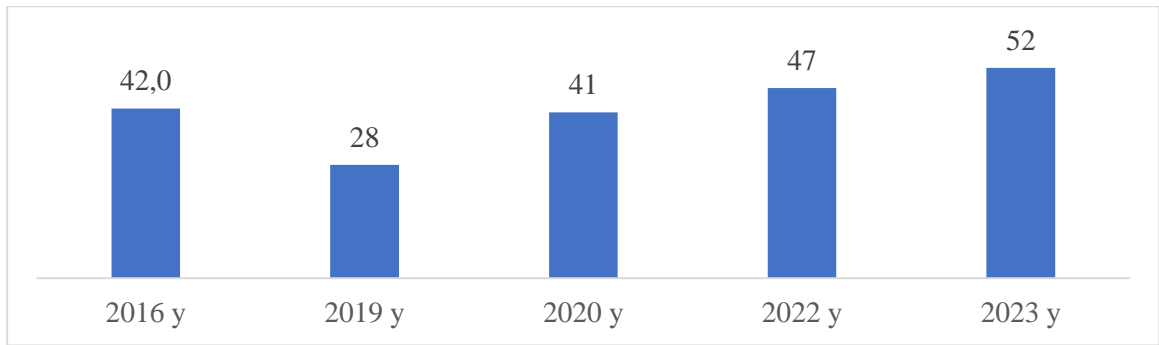


**Figure 3. Shift coefficient of educational buildings of higher education institutions in Uzbekistan<sup>8</sup>**

It should be noted here that in 2016, the turnover ratio of educational institutions of higher education institutions was equal to 1.0, while today this indicator has reached 1.9 (see Figure 3). This situation indicates that higher education institutions are moving step by step to the practice of effective use of educational facilities in managing the processes of teaching students.

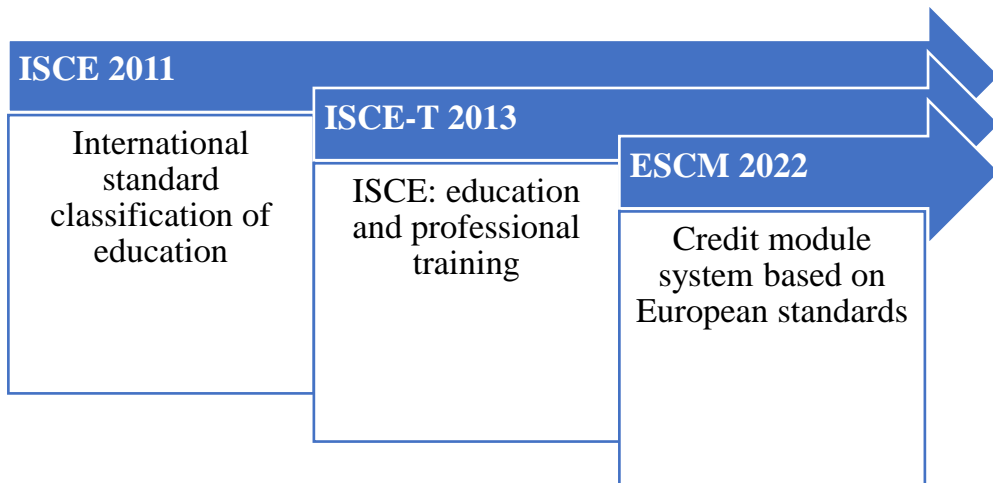
<sup>7</sup> Compiled based on the information of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan <https://edu.uz/uz/pages/sss>

<sup>8</sup>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>



**Figure 4. The level of accommodation for students who have expressed a desire to live in a student residence<sup>9</sup>**

Also, positive trends were achieved in the indicators of providing students with dormitory in the management of the activities of higher education institutions. According to the analysis, in 2016, 42% of students who expressed a desire to live in a student residence were provided with a dormitory, and in 2023, despite the increase in the admission quota in higher education institutions, despite the increase in the number of students studying in them, the level of providing students with a dormitory reached 52% (4 -see picture).



**Figure 5. Stages of improving the quality of student education based on international standards in the management of higher education institutions of Uzbekistan<sup>10</sup>**

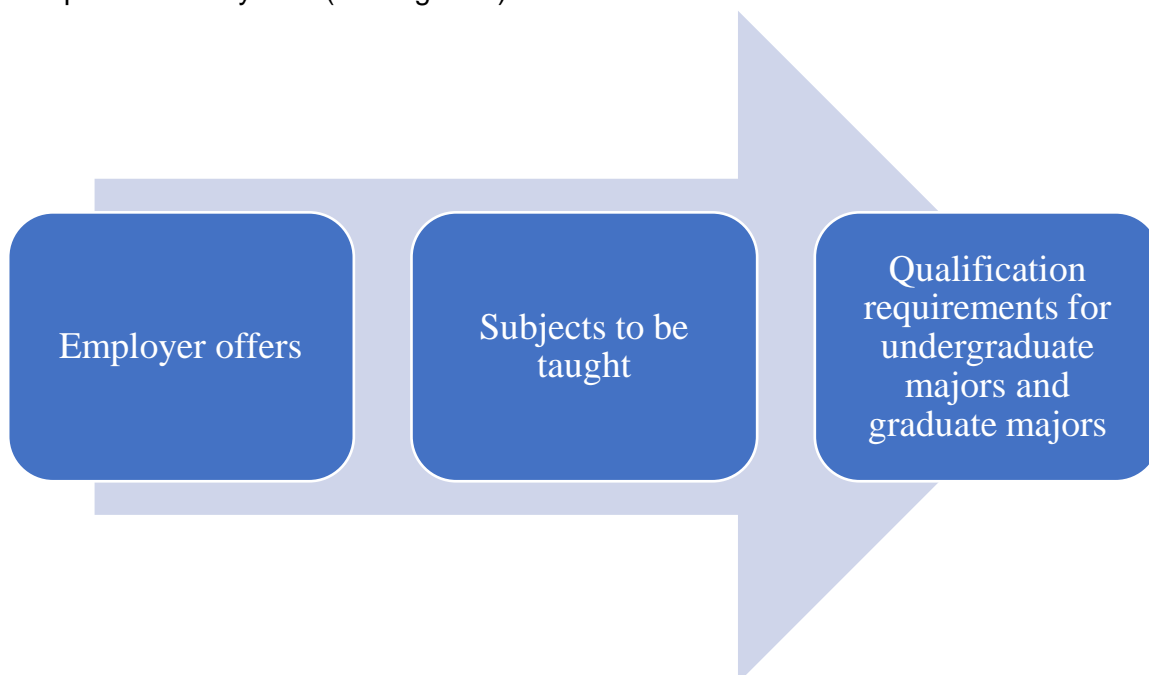
Also, in the management of higher education institutions of our country, the issue of improving the quality of education is one of the priority tasks that has been constantly in the center of attention. In this regard, in the management of educational processes in higher education institutions, the integration of the international standards of the market of higher education services is carried out step by step. In this case, on the basis of the recommendations given by UNESCO on the development of the qualification requirements developed in the process of training students in higher education institutions based on the employer's proposals, the practice of providing higher education services is being carried out.

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

<sup>9</sup> 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>10</sup>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>

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 5).



**Figure 6. Stages of development of qualification requirements in management of student training processes in higher education institutions**<sup>11</sup>

As a result of the integration of international educational 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 the employer's requirements (see Figure 6). According to the information of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, 943,000 undergraduate and 25,000 graduate students are currently enrolled in higher education institutions, and the coverage level of the population with higher education services has reached 38.4%.

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.

<sup>11</sup> Created by the author.

**Table 4.****The number of professors and teachers of higher education institutions and their structural indicators <sup>12</sup>**

	2016 y		2019 y		2022 y	
	per unit	in percent	per unit	in percent	per unit	in percent
Total	<b>24368</b>	<b>100,0</b>	<b>26837</b>	<b>100,0</b>	<b>34539</b>	<b>100,0</b>
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
Scientific potential	31,9		37,1		38,9	

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 4).

### Conclusions

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.

<sup>12</sup> Ўзбекистон Республикаси Олий таълим, фан ва инновациялар вазирлиги маълумотлари асосида тузилган <https://edu.uz/uz/pages/sss>