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SECTION 31. Economic research, finance, innovation, risk management.

ASSESSMENT OF INSTITUTION OF HIGHER EDUCATION MANAGEMENT EFFECTIVENESS

Abstract: The article discusses the evaluation of the effectiveness of management of higher educational institutions. According to the author, the creation of a national innovation environment, as well as the activation of innovative activity of local higher educational institutions, becomes an objective necessity, and ultimately determines the relevance of this research.

Key words: innovation, innovation technologies, management assesment, training, tests, institution of higher education, knowledge management.

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INTRODUCTION

The process of forming a strategic planning system that will shape future models of innovative development of priority sectors and sectors on the basis of long-term scenarios to increase the intellectual and technological capacities in our country will have an impact on the change in the activities of science hubs, including higher education institutions. Such institutions are transitioning to the final implementation of their activities on the basis of commercial law. Forming a system for the sale of scientific and innovative products in domestic and foreign markets in the existing conditions in the national academic institutions and higher education institutions is becoming an important prerequisite for increasing the effectiveness of the functional functioning of educational institutions and transition to market-based communication.

LITERATURE REVIEW

Scientific research on various issues related to innovation has become especially noticeable in the 60s of the 20th century due to the diversity of management concepts and the expansion of innovative activities in the world economy. Harvard University, Maracon Associates, McKinsey & Co., Stern Stewart & Co., a leading global scientific and research center in the field of higher education. (United States), University of Linford (USA), LEKConsulting, Price Waterhouse Coopers (United

Kingdom), Leibniz Institute of Agricultural Development in Transition Economies (Germany), Wageningen University and Research Center, Johannes Kepler University Linz (Austria) Cambridge, Bonch-Bruевич Telecommunications University, St.Petersburg State University, Macroeconomic Research and Forecasting Institute under the Cabinet of Ministers of the Republic of Uzbekistan, Tashkent State Economic University, Tashkent University of Information Technology (Uzbekistan).

Innovative activity in the field of higher education in the world, improvement of methodological bases of information technologies is being investigated in the following priority areas: innovation in the education system, human resources development strategy based on AS / DC competences, models, algorithms and software complex of mediation systems; the method of identifying documents in the education system, etc.

I.Ansoff, V.Altukhov, V. Fridyanov, F.I.Pereugudov and others contributed to the solution of various problems of our time. P.V.Akinin, V.P.Bagov [5], M.Klarsha, A. Tikhonov and others made a worthwhile contribution to the search for solutions to pressing problems related to information technology in teaching.

K.V.Baldin, A.V.Belkov, L.Bjilyanskaya, Yu.S.Vasilev [6], N.P. Dronishinets [7], I.K. Makarova [11], S.K.Sergeev, V.B. Utkin VA



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Shapovalov and others. Studying some theoretical aspects of the question of the socio-economic efficiency of teaching D.E.Davydyants, M.I. Irodov [10], p. Razumov and others paid particular attention.

In recent years, research works on management and marketing in the market of education in the country, ICT development have been carried out in Uzbekistan. [4], A.N.Aripov, Sh.Zaynutdinov [8], N.Zokirova [9], M. Ikramov, K.Kurolov, H.Mukhitdinov, M.Makhkamova, M.Kosimova, A.Kucharov, D.Rakhimova [13], M.Saidov, S.G.Gulomov [15], B.Hodiev [14] and has been studied and reflected in research works, works, and articles of mature scholars.

At the same time, it should be noted that the issues regarding the establishment and development of scientific and innovative activities of higher education institutions have not been adequately addressed by experts and scientists. This aspect of the case encourages us to choose the topic of this research.

ANALYSIS AND RESULTS

The overall effectiveness of the governance process is a relative feature of a particular management process that reflects both the object of governance and the management functionality (the subject matter) of various quantitative and qualitative characteristics.

- When referring to the efficiency of the higher education system, it is understood that the expense of the student's capital development and the knowledge gained by the graduates are reasonable to meet the employer's requirements. The efficiency of the higher education institution (HEI) should be expressed through a system of indicators that will allow for a comprehensive assessment of its performance. [1] There are several approaches to assessing the effectiveness of higher education institutions, mainly focusing on assessment of the effectiveness of economic activity of the institution, assessing the quality of education for certification, accreditation and licensing, assessment of educational institutions, quality assurance of international standards possible. Managing this activity is managerial personnel. Based on a multidisciplinary approach, the assessment of the effectiveness of the educational process of the educational process requires the development of a comprehensive set of indicators for achieving the results achieved therein and the consideration of internal factors. There are several approaches to evaluating the effectiveness of the educational institution:

- Evaluating the effectiveness of economic activity - the OSI is assessed from the accounting, financial and economic point of view as an entity;

- Evaluation of educational process and quality of educational services for attestation,

accreditation, licensing of higher education institutions. This process is periodically held by competent authorities and bodies in accordance with relevant regulatory documents;

- Evaluating the rating of HEIs at which the effectiveness of institutions will be assessed on a specific basis to help the educational services consumers - parents, applicants, employers, and higher education institutions to choose the right choice;

- Qualitative assessment - the higher education institution is assessed and certified for the purpose of development and implementation of quality management ISO-9000. [2]

We also point to the factors that influence the effectiveness of governance in the educational institution. In fact, the effectiveness of the governance process depends on many factors. We divide them into conditional internal and external factors. It is clear that internal factors are only linked to the internal conditions of the educational institution. These include the qualifications of staff and professor-teachers, financial support of the institution, culture of the organization. External factors can also influence the effectiveness of the educational institution. These factors include the role of the institution, the policies of the local authorities, the social environment, and so forth. Positive and negative factors can be distinguished according to the impact on the plant. When positive factors lead to an increase in the management efficiency of the educational institution, the negative factors hamper the positive effect of productivity. There are some factors that affect the management efficiency of any educational institution. Among such universal factors are the following:

- the quality of the targets;
- The ability to achieve realistic targets, that is, their compatibility with the means of achieving the objectives;
- accurate assessment of the current situation; motivating the director and staff of the institution for the purpose;
- Potential and personal qualities of the head of educational institution;
- assessment of ratings, qualitative assessment of compliance with international standards.

Conclusions have been made by scholars on how to identify and develop the effectiveness of the management system. A dynamic programming approach is used to evaluate management efficiency in education systems. It is the mathematical modeling of the dynamics of the formation of knowledge in the applicant who attends a higher education institution, and attempts to link this process with the effectiveness of the corporate governance process. Higher education institutions' performance indicators, efficiency criteria, optimal decision-making methods are strictly mathematically



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comprehensible, and automation of data acquisition is required. The main disadvantage of this approach is that external factors have a significant impact on the formation of knowledge and the ability to automatically calculate these factors.

Based on the above approaches, the indicators used to evaluate the effectiveness of educational institutions can be divided into three interrelated groups.

1. A set of indicators that characterize the effectiveness of the management system, which is expressed through the results of public works and management costs. Examples of educational institutions include an increase in the number of graduates (product volume), scientific research, various grants, funds received from economic contracts, the volume of capital investments in projects, professional knowledge, skills and qualifications of professors and teachers.

2. A set of indicators that describe the content of the management process and its organization, including direct results and costs of managerial work. Costs of administrative expenses of the educational institution, such as current expenditures on maintaining the management apparatus, utilization of educational and technical facilities, maintenance of educational and technical buildings, training and retraining of managerial personnel, improvement of management system, accounting techniques and other means for acquisition of automation of management processes expenses are taken into account. In assessing the effectiveness of the management process, both quantitative and qualitative indicators are used. Performance, efficiency, efficiency, and reliability of the

management hardware can be listed as such. For example, automation of the department of higher education institutions facilitates the distribution of teaching materials, schedule of the educational process, the timetable, the timing of the control, and the control over the students' learning outcomes. At the same time, performance management, efficiency, flexibility, flexibility, reliability and reliability of the management apparatus will also improve.

3. The group of indicators describing the organizational structure of the office, its technical and organizational level. For example, the organizational units such as divisions and subdivisions such as divisions and subdivisions in the educational institution, the proper organization of the departments, the level of centralization of the management functions, the correctness of the general guidance on the organizational structure of the pro-rector, the accepted rules of management, job descriptions, the balance of rights and responsibilities can be included.

When assessing the staff of the higher education institution, they are implemented through a critical or positive decision - the employee's overall outcome includes identifying the level of professional qualifications of the employee, contributing to the level of achievement of the results and the definition given to him. Personnel assessment is one of the most important areas of governance, as its outcome serves as a basis for the analysis of employees' activities, training and dismissal.

In the management system, this situation can be summarized as follows:

For employees of higher education institutions
Know the leader's opinion about the ongoing business
Achieving the recognition of victories and victories
To be able to discuss issues related to achieving effective business performance
Discussion and consultation on achieving the level of professionalism
Describe and discuss your personal vision for development

The level of general development and special training of each professional is typically the result of technology, technology and production organization. In a modern economy, a narrow-skilled specialist is responsible for the changes that occur in the production process, and should be constantly upgraded to a competitive edge in the labor market, and even occupy new and relevant professions. This is also a process of increasing the effectiveness of the

For heads of higher education institutions
Opportunity to determine the cause and status of staff performance indicators
Opportunities for employees to study the business process and learning outcomes
The ability to work effectively and motivate the work of the employees, and the importance of their productive work
to change the working relationships in the community in a positive way
Determining the needs of the employee to identify and develop their potential

Governing System of Higher Education. The President of the Republic of Uzbekistan in 2015. On June 12, 2011, № 4732 "On measures to further improve the system of retraining and advanced training of managers and pedagogical staff of higher education institutions", the Resolution of the President of the Republic of Uzbekistan №PP-2909 "On measures for further development of higher

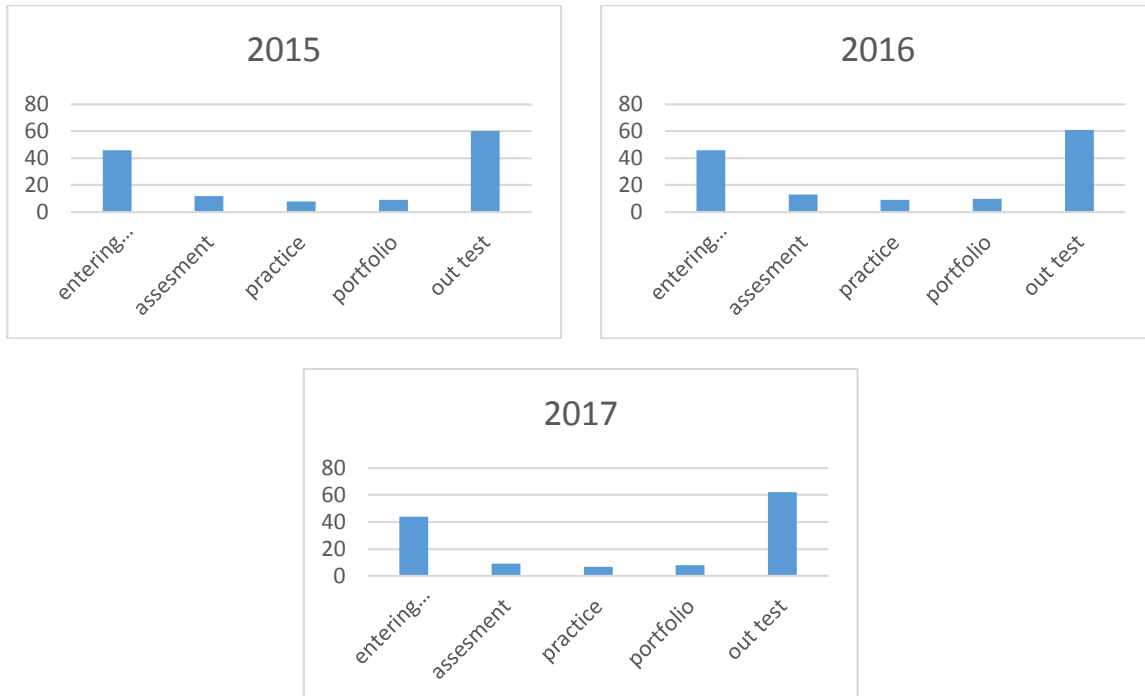
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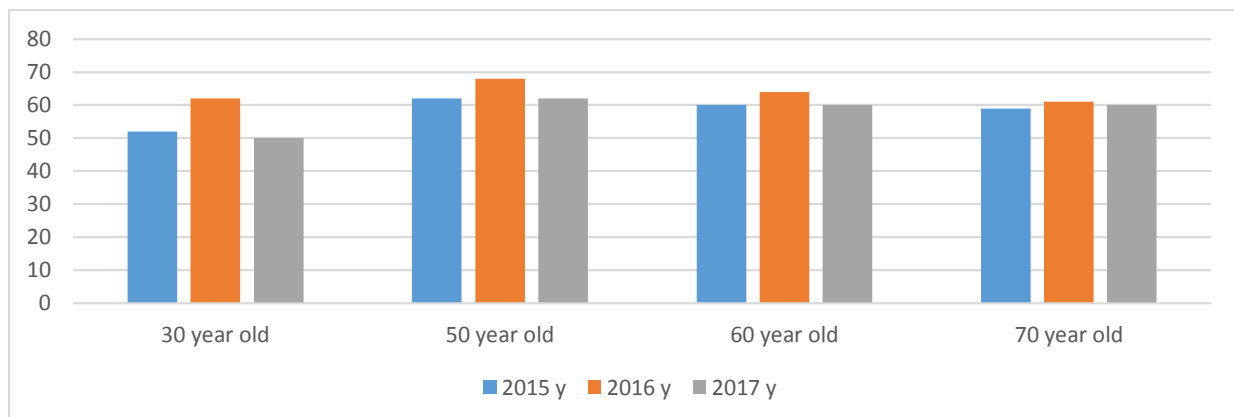
education" from April 20, 2017 The decision is fundamental to the higher education system.

To modernize the processes of improvement, retraining and advanced training on the basis of advanced foreign experience, systematic work is being carried out by the Ministry of Higher and Secondary Special Education, the Main Scientific and Methodical Center and the Network Centers under the Higher Education Institutions. These have been developed and monitored the process of

retraining and upgrading the managerial staff of the higher education system. Dynamics of the results of retraining and improvement of professional skill of pedagogical staff of higher education institutions using modern methods, based on the results of work to ensure the required level of training of highly-qualified personnel and the study of advanced international pedagogical experience are shown in Figures 1 and 2.



Picture 1. Average Growth Indicators for Years Listed by General scientific and methodical center Students [3]



Picture 2. The results of the outbreak test for young people in the General scientific and methodical center audience [3]

Training of managerial staff in the higher education system will be carried out through the provision of educational services. In the conditions

of the new market economy, managers of educational institutions define new priorities. Among them:

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1. Adaptation of the Higher Education System to the International Education Area.

2. Developing a qualitative student demanded by employers in the labor market, based on industry and industry indicators.

3. Innovative ideas approach to learning technologies.

4. Increasing the importance of the results of the research work of professors and students.

5. Informatization and control over managerial and educational activities.

6. Keeping human resources in line with the manpower policy, increasing emphasis on all aspects of managerial training of higher education institutions.

Reserve managerial positions in higher education institutions can be formulated on the following principles:

- Suitability and sufficiency (taking into account current and perspective needs of managerial staff reserve);

- Objective assessment and comprehensive assessment of the professional and personal characteristics of the candidates in the staff reserve;

- regular assessment of professional achievements, as well as implementation of individual plans for training personnel resources;

- Promoting promising candidate for administrative staff - professional development, meeting the needs of the education system, focusing on the age, health status and dynamic experience of work;

- Responsibility of acting managers for the formation and training of managerial staff;

- availability of information (transparent) on the performance of their activities when forming reserve of managerial personnel transparently;

- Absence of discrimination on various grounds (gender, ethnicity, nationality, etc.).

The main criterion for selection of candidates for the formation of managerial staff of higher education institutions is based on the analytical results of the Main Scientific and Methodological Center for Training and Retraining of Teachers and Advanced Personnel Higher Education System under the Ministry of Higher and Secondary Special Education of the Republic of Uzbekistan.

Result of the current position and the results of the assignment.

The candidate's desire to work in a new position, to work in this area, to support the current leader.

Age - 40-45 years old.

Structure of staff administrative personnel in higher education institutions is determined by the hierarchical distribution of executive duties. The highest part of the structure is the rector. As a rule, there should be pro-rectors in the Higher Education System's senior position. Deans of faculties of middle classes (directors of institutes of higher education). The structure of the sub-structural link in the management system is the department's chiefs, service or department manager. The availability of resources for higher education in higher education institutions enables staff to regularly prepare and participate in the practice, which reduces the time of professional adaptation of the new management, ensures the continuity of the management process of the HEI institution, the risk of errors in appointing a rector or vice-rector of the educational institution level decreases.

A key role in the selection of qualified management personnel in the higher education system is the evaluation of the staff. As a criterion for staff selection, there is a competence - a complex of knowledge, skills and abilities that will enable a person to achieve professional success.

CONCLUSIONS AND SUGGESTIONS

It is necessary to concentrate on scientific research work to solve the problems of scientific and technical developments in order to sharply increase the participation of professors, teachers, students and masters, to mobilize the existing scientific potential in the current scientific field.

It is necessary to create specialized scientific-research groups in the priority areas and to attract more talented students.

To modernize the material and technical basis of the University, it is necessary to accelerate the work on equipment, meeting the requirements of the time, organizing educational and scientific laboratories;

Expand the scope of research and innovation projects carried out jointly with the Ministry of Information Technologies and Communications of the Republic of Uzbekistan and industry enterprises;

It is necessary to fill the line of researchers with gifted youth and to increase the scientific potential of university professors and teachers.

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