

FOREIGN EXPERIENCE IN INCREASING THE QUALITY AND COMPETITIVENESS OF HIGHER EDUCATION INSTITUTIONS

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Abstract This article examines the foreign experience of increasing the competitiveness of higher education institutions, analyzes the improvement of the quality of the activity process in the higher education system, prepares specialists who can withstand competition in the foreign and domestic labor market, and increases labor productivity by studying foreign experience.

Keywords: Higher education institutions, experience of developed countries, service sector, economic sector, model.

ЗАРУБЕЖНЫЙ ОПЫТ ПОВЫШЕНИЯ КАЧЕСТВА И КОНКУРЕНТОСПОСОБНОСТИ ВУЗОВ

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Аннотация. В данной статье рассматривается зарубежный опыт повышения конкурентоспособности высших учебных заведений, анализируется повышение качества процесса деятельности в системе высшего образования, готовятся специалисты, выдерживающие конкуренцию на внешнем и отечественном рынке труда, повышается производительность труда. изучая зарубежный опыт.

Ключевые слова: высшие учебные заведения, опыт развитых стран, сфера услуг, сектор экономики, модель.

Introduction. In today's rapidly developing economy, in the conditions of transformation of the economy, higher educational institutions are equal to various enterprises (firms) and organizations, and one of the tasks of the university is to ensure its economic efficiency. Also, any country does not refuse to finance its national education system, because one of the important tasks of the university is the development of human capital, which in turn ensures the competitiveness of economic sectors and sectors in the country. The development of human capital leads not only to an increase in the standard of living of the population, but also to an increase in economic efficiency and labor productivity.

Currently, higher education activities are required to have a high added value as a result in the field of science and technology and innovation. It is important to analyze the improvement of the quality of the activity process in the higher education system, to identify the problems of the economic, financial and management process, and to assess the ability to achieve certain goals under the conditions of changes in the influence of endogenous and exogenous factors.

Literature review. In the scientific literature, in the process of strategic planning of the development of the educational services market, the analysis of the competitive environment, the study of foreign experience in increasing the competitiveness of educational institutions, and the identification of financial and management process problems are scientifically, theoretically and methodologically researched. In particular, LA Korchagova, IB Romanova[2], NI Pashchenko[3], Vakhabov AV, Rakhmonov NR [4], VG Varnavsky, AV Klimenko, VA Korolev [5], Pardaev MQ[6], Rajabov BJ, Toshnazarov SN , Islamov BS Scholars such as [7] have written textbooks, articles, training manuals and other educational and scientific literature dedicated to educational services, higher education system. But in these works, the issues of increasing the competitiveness of higher education institutions in the market of educational services are not studied in detail.

Research methodology. In the process of strategic planning of the

development of the educational services market, the analysis of the competitive environment, the study of foreign experience in increasing the competitiveness of educational institutions, dialectical, systematic and scientific approach, comparative and comparative analysis and grouping methods were used.

Analysis and results. Currently, higher education activity is required to have a high added value as a result in the field of scientific , technical and innovation. In particular: The educational reforms implemented in our country are implemented on the basis of specific programs. An example of this is the Decree No. 5847 of the President of the Republic of Uzbekistan dated October 8, 2019 "On approval of the concept of the development of the higher education system of the Republic of Uzbekistan until 2030" and the "Concept of the development of the higher education system of the Republic of Uzbekistan until 2030" approved by its first annex.

In the concept , in order to increase the investment attractiveness of the higher education system, to ensure international recognition and competitiveness, at least 10 higher education institutions in the republic are ranked in the first 1000 places of the ranking of internationally recognized organizations (Quacquarelli Symonds World University Rankings, Times Higher Education or Academic Ranking of World Universities). implementation of systematic work on the inclusion of the National University of Uzbekistan and Samarkand State University in the list of the first 500 higher educational institutions in the list of educational institutions, in which the implementation of modern mechanisms of state support of these higher educational institutions is defined.

Thus, if we relate the categories of efficiency, competitiveness and quality related to educational services mentioned above with higher educational institutions, efficiency - appears in the performance of the educational institution's functions, i.e. operational tasks, competitiveness - the description given to the higher educational institution itself, and quality - higher is a description of the result of the activity of the educational institution (educational services, the level

of knowledge of the graduate).

Performance indicators can be grouped according to the competitiveness factor as follows ¹:

- financial and economic - reflects the economic stability of the higher educational institution or the important features of the process of forming the financial results of the activity. In this case, this indicator serves to assess the economic consequences of the pre-planned, accepted situation and is considered an indicator in accordance with the strategy of the higher education institution;
- consumption (marketing) - aimed at determining the important characteristics of the consumer or target market segment;
- education (process) - reflects the process and goods (products, services) and the quality level of their provision;
- capacity and development - reflects the qualitative change of human intellectual capital, information supply, continuous long-term growth and the description of the development supply infrastructure.

Research shows that in the existing methods of determining efficiency, the evaluation mainly relies on the analysis of factors (financial, scientific, technical or qualitative description) obtained from the sources of competitive advantage. The ability to effectively manage and direct the internal reserves of a higher educational institution is considered important in gaining a competitive advantage.

Table 1.1

**Representing the effectiveness of educational services
indicator system²**

T/r	Name of indicators	Ways of detection	Representation of what
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¹M.Q. Pardaev et al. Educational services and issues of improving their efficiency. Monograph. "Innovative development publishing house", 2020, page 118.

²M.Q. Pardaev et al. Educational services and issues of improving their efficiency. Monograph. "Innovative Development Publishing House", 2020, pp. 120-121.

1.	Profitability of educational services (T_{xr})	$T_{xp} = \frac{T_{x\phi} * 100}{T_{xx}}$ <p>In this case, T_xφ is the profit received from educational services; T_{xx} - expenses for educational services</p>	100 soums, how much profit corresponds to the costs of educational services
2.	Labor efficiency of employees providing educational services (T_{ms})	$T_{mc} = \frac{T_{xt}}{T_{xbx}}$ <p>In this, T_{xt} is the income received from educational services; T_{xbx} - employees engaged in educational services</p>	Revenue per employee providing educational services
3.	The ratio of the volume of educational services to the total number of professors and teachers (T_{xpo}')	$T_{xny} = \frac{T_{xt}}{T_{xbx}}$ <p>In this, T_{xt} is the income received from educational services; T_{xpo}' - the total number of professors and teachers employed in education</p>	Amount of educational services per professor
4.	The degree of coverage of the staff providing educational services to professors and	$T_{xkd} = \frac{T_{xbx} * 100}{T_{xny}}$ <p>Here: T_{xbx} - the number of employees employed in educational services; T_{xpo}' - the total number of professors and</p>	What percentage of the total professors and teachers make up the teaching staff

	teachers (Тхқд)	teachers employed in education	
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It is expedient to use this system of indicators in evaluating the effectiveness of self-education services of all HEIs .

for ensuring the quality of education implemented in the world differ from each other in many aspects . The higher education system in the member countries of the International Organization for Economic Co - operation and Development is grouped according to the following criteria : the number of higher education institutions, the structure of higher education management , grouping of higher education institutions , and the level of organizational autonomy. National systems of quality assurance of the higher education system differ in their aspects [2] :

- the rights of the government ; _ _
- degree of public and trade union involvement;
- description of goals and tasks ;
- criteria and procedure.

world practice is based on the specific characteristics and development models of improving the quality of education.

The French model is based on internal evaluation of HEIs , with a focus on effective external evaluation of HEIs through state and public organizations . The "English (Anglo-Saxon)" model has been introduced in France, Germany and Scandinavian countries . In this model, the internal self - evaluation of OTM is important expert assessment of the quality of external social and professional education is taken into account . This situation is widespread in Great Britain, USA , Ireland, Latin American countries, Taiwan and Philippines .

on the principles of the "continental" model of managing educational institutions [2]:

- by the state towards the country of higher education ;

- establishment of centralized control over regulation of the development of higher education by state administrative bodies (Ministry of Education, Ministry of Education);
- independence (financial and academic) of the country of higher education ;
- the existence of a strongly stratified system for obtaining a university education (usually free) ;
- state property taking a leading place in education .

The "American model" of quality improvement in the higher education system is based on the accreditation of HEIs and educational programs, and is an effective hybrid of the "French" and "English" models . Currently, the system of self-evaluation has been developed in the universities of the USA , and American higher education is mainly controlled by HEIs . Accreditation of universities is carried out by the association of regional universities and colleges . Within these associations, specialized commissions of the higher education system operate and accredit HEIs in the region . Accreditation of US HEIs is a collective management system to ensure consistency between HEIs ' right to academic freedom and their commitment to society . Through the self - management system of USA , it is envisaged to evaluate at the level of higher education institutions aimed at increasing the efficiency of the educational system.

L. _ A. _ Korchagova , I.B. Romanova explained that "competitiveness is the property of a higher education institution , it is the share of the relevant market of educational services belonging to a certain university and the market to other entities determines the ability to prevent rewiring in favor " [3]

Currently, higher education institutions in the world, especially in the CIS countries, are connected with the need to meet the requirements of the world knowledge and culture . h olda universities are experiencing functional and structural changes . In doing so, universities should be armed with a clear

globalization strategy that will help them identify and provide a useful and simple planning tool for effective use of global resources .

An important indicator of the competitiveness of individual higher education institutions and an indicator of the level of development of the education system in the country is the international education rating . The most famous ratings include the Shanghai rating (ARWU-500), the ranking of universities of companies QS (QS WUR), the ranking of Times Higher Education World University Rankings (THE WUR) is included.

The structural elements of the competitiveness of higher education institutions for their place in the international ranking are as follows (Figure 1.2):

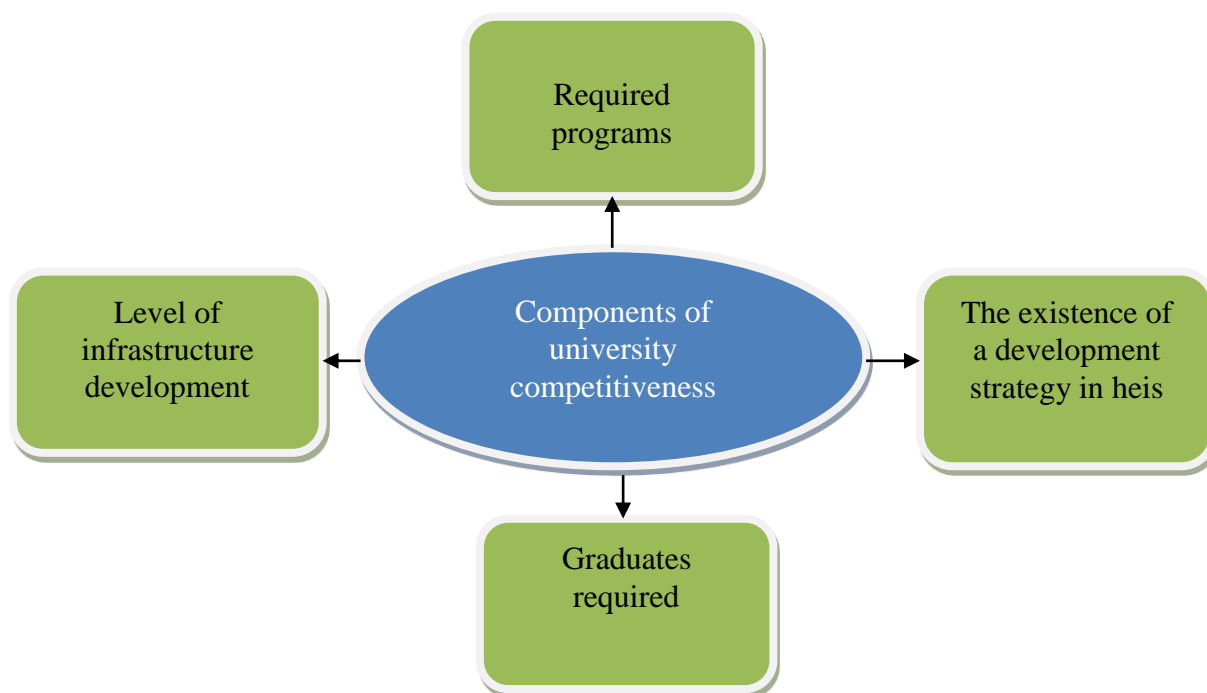


Figure 1.2. The constituent elements of HEI competitiveness³

Based on the analysis of the ratings, it can be concluded that the following indicators can be included in the indicators of competitiveness of HEIs:

- the ratio of the number of scientific and pedagogical staff and students;
- the number of university citations per employee;
- the share of foreign employees and the share of foreign students;
- income from production (innovation) activity;
- the total revenue of the university per student or teacher.

In the conditions of the market economy, higher education institutions not only perform the task of training personnel, but also contribute more to the strengthening of national and regional competitiveness. Experiences show that the expanding role of private enterprises increases their importance as a participant of regional infrastructure in the process of economic cooperation.

Conclusions and suggestions. Judging from the above-mentioned opinions, the use of foreign best practices to increase the competitiveness of

³Compiled by the author.

higher education institutions in Uzbekistan creates a basis for the acceleration of reforms in the field of education. In particular, analyzing the state of ensuring the competitiveness of HEIs in foreign countries, it is necessary to implement the following in order to ensure the effective development of the educational services market of our republic in the future: to implement the policy of paternalism by the state towards higher education institutions, to ensure the academic and financial independence of higher education institutions. ; increase the share of non-state property in the education system; use of convenient criteria for evaluating the quality of higher education ; training of specialists who can withstand competition in the foreign and domestic labor market ; existence of a quality management system for training specialists at the university ; to fully satisfy the labor market ensure the mobility of educational programs for education ; to develop volunteerism so that citizens and workers can acquire competencies and required skills, and to expand the scope and mobility of services provided to a new sector of the community.

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