
FORMS AND STAGES OF IMPLEMENTATION OF CORPORATE GOVERNANCE PRINCIPLES IN THE UNIVERSITY GOVERNANCE PROCESS

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Annotations

The article emphasizes that at the new stage of Uzbekistan's development, one of the urgent tasks is the introduction of corporate governance principles in the management of universities and the creation of a special model of higher education, taking into account its characteristics.

Key words: university management, corporate governance, principles of corporate governance, independence in management, accountability in management, voting in management.

At the new stage of development, Uzbekistan also reforms the social sphere, as well as other industries, modernization has become one of the urgent tasks. Modernization of the educational system, imports of new approaches, which is the main part of the social sphere, becomes less likely to use overseas experience. Today, the fight against intelligent human capital is growing in material wealth. Education plays an important role as a basis for development in the world. Especially the higher education system is the basis for successful social development. "Sustainable socio-economic development and the decisive importance of modern society is knowledge. Knowledge presents special requirements for higher education system to ensure the economical economy of intellectual capital. The successful development of a higher education system is determined by comparison of the principles of management, methods and approaches used in many respects in modern conditions [1]. "The industry cannot be radically improved without a complete change in public relations to upbringing. We often remember the words spoken Abdullah Avloni, "upbringing or life - either death or salvation - either death". But we cannot explain the essence and significance of these words in many cases [2]. In other words, the quality of this system should determine the level of our life today and tomorrow. In this regard, there is a factor in the formation of a national education system, which is not just an excuse, money, not his own time. Therefore, as soon as possible with access to new approaches, we need to be able to think about our worldview by time and modernization.

Today it becomes an urgent task to reform the higher education system and work as a structure that can afford market laws, liberalization, to offer quality service. Therefore, the process of adaptation to market demand for higher education, mainly administrative reforms, is mainly related to administrative reforms, the introduction of new public administration and a decrease in the state share in higher education financing. The market approach emphasizes the

importance, accounting, transparency, competitiveness and quality of the system in assessing the effectiveness of higher education. These trends in the microcircuit force in higher education institutions to actively diversify income and financial flows, as well as implement modern management methods and budgeting methods" [3]. In recent years, Uzbekistan is working to issue financial independence, improving academic freedom to the energy of new principles.

One of the main tasks of education is to promote national development and the labor market by qualified personnel and the creation of an educated social environment. It is also possible to achieve a high effective flexible qualified labor force, ensuring the development, introduction and dissemination of new ideas and technologies providing social development, the level of welfare and social development. In the end, "absolutely impossible to look at the old to an important and strategic problem, such as educational and strategic problems, old-fashioned knowledge and approach are inappropriate. If we do not create the most advanced and advanced system in this regard, we cannot solve any transverse problems before us. [4]. During the pandemic, the modernization of education, the development of alternative and remote forms of the educational process, improving the form of management and processing is one of the problems that must be eliminated immediately." This situation, not only makes it possible to apply electronic presentations or using video, but also increases the possibility of applying to connect to electronic databases, direct accessories, video equipment, stimulating systems and electronic simulators. Thus, there will be a conversion in education" [5]. Thanks to the transformation, students will be able to form separate curricula. The need for a teacher as a repeater is lost. His task will help students manage a large number of information. It is necessary to encourage consumers to education. Social networks are used in practical training, as well as through leading specialists or expert online tools. Such approaches also organize the features of corporate governance of higher education.

In addition, changes in the higher education system in our country and their management structures are also parallel. "The higher education system has made significant positive events in recent years. In particular, there were 49 new higher educational institutions in the last four years, and the level of graduates covered to higher education reached from 9% in 2016 to 25% in 2020. Quotas for undergraduate, master and absentee forms of education have been increased, and the form of evening education was introduced" [6]. As a quantitative change, you can increase the coverage of higher education as a quantitative change, and then pay special attention to the training of competitive staff to change the quality.

In the Decree of the President of the Republic of Uzbekistan on October 8, 2019, "On Approval of the Concept of the Higher Education System of the Republic of Uzbekistan by 2030," planned "systematic development of higher educational institutions and in improving management activities, the state's share of at least 51%, to organize output from public administration and privatization, the introduction of corporate governance principles in some state higher education institutions (except for the highest military educational institutions) [7].

Higher education, traditions of supply and suggestions, formulate contribution and management management, provide higher education and direct education for higher education, and all who are interested in higher education. "The arrival of market relations in the country, which caused many social, organizational, economic, institutional, cultural, personal, moral and other issues, influenced higher education. The reform of the network, aimed at the innovative direction of development, increase the efficiency of state regulation, requires the development of

mixed models using market mechanisms to improve state regulation efficiency" [8]. In the formation of corporate governance in higher education, it is necessary to think about both entrepreneurs from the Board of Directors. Then to train students who comply with the requirements of the market, to understand that knowledge and skills that the market requires needed and, accordingly, to act.

It is necessary to see the highest educational institutions as an organization in need of their management, since its storage costs are constantly increasing, the centralized department of the university appeared due to its radical refusal in favor of its autonomy, decision-making and responsibility for them. Thus, managers needed special training for special teaching and performing personnel. In the end, the rapid change in time puts in front of us new, previously not encountered problems and very sharp questions. We need to find the appropriate answer to them and in their decision to be prepared in all respects" [9]. To do this, we urge to raise a generation of descendants of strong, knowledgeable and extensive worldview of personnel.

In accordance with decision No. 967 of the Cabinet of Ministers of the Republic of Uzbekistan of December 3, 2019, "On the gradual transfer of higher educational institutions to the self-financing system", "The role of government intervention is reduced by creating independence, academic freedoms, independently dispose of resources, the development and implementation of higher strategic decisions educational institutions. Institutional changes in higher education are aimed at expanding the level of freedom of universities, because in the process of demand and supply of various educational forms provided by various groups of buyers, market mechanisms are often effective than administrative mechanisms" [10]. Thus, the liberalization of the management of higher education and the principles of corporate governance are effective in making and implementing strategic decisions.

Today, the number of higher educational institutions in Uzbekistan has increased almost twice, branches of higher educational institutions of foreign countries were opened in each region, and non-governmental and private educational institutions have opened. As a result, the competitive environment is formed gradually. Formation of a healthy competitive environment among higher educational institutions, the disappearance of bureaucratic obstacles, ensuring independence in management, literally increases efficiency. "The work of higher educational institutions in various competitive environments requires them to form corporate governance. This leads to the principles of culture of corporate governance, for example, to evaluate the results, the scheme of meritocratic (Receiving the most suitable and talented people to guide the positions, as well as lifting on the maintenance stages) wages. In the educational process, the advantage of corporate culture in market conditions, competent (powers) and business will be coming primarily in accordance with the highest educational institution in response to the goals of "centered clients" goals. At the same time, the use of the principles of corporate governance in higher educational institutions, threatens to reduce the principles of academic freedoms and democratic collegial principles, since the viability of the management will be strengthened, and the role of administrative managers increases, given the features of higher educational institutions of the republic and state regulatory practice, requires the principles of corporate governance For adaptation of the shareholder system to the education system" [11]. Consequently, the basis of the problem in higher education is associated with the lack of results, and this problem will be eliminated by implementing corporate governance at universities. Because the corporate governance condition will be aimed at assessing systematic

results. This is aimed at a corporate assessment of the rector, vicector, dean and his deputies, heads of departments and even professors-teachers.

Corporate governance will have new problems that have previously unsolved questions before the Council of the Governing Council of the Higher Educational Institution. Tasks to solve these problems include:

- Development of a new idea of controlling;
- planing of relevant forms of direct control;
- Creating independently established commands;
- assistance in the development of cultural pluralism;
- be ready to risk;
- Worry about the organization of holidays while working.

After all, "an effective management system is necessary to create and develop the environment in universities, which help universities to form free competition, unlimited scientific research, critical thinking, innovation and creativity. Currently, universities with complete autonomy of control are becoming more flexible. This may be a reaction to global world market needs due to the fact that they are not related to foreign mandatory standards. In general, the distribution of funds, hiring teachers and personnel should be their own financial autonomy of each university for their salary [12]. Teachers should not expect that the system will change spontaneously. They must independently affect the environment in the team. Each teacher must develop certain possibilities of change, because it always faces work with other groups. Each teacher must learn to act as an active participant in the process, in constant contact with other participants and develop new contacts.

"Complex and contradictory period of major changes and difficulties are conducted in the higher education system around the world. Higher education institutions exempt the path to transition to new conceptual schemes, in understanding their employees and well-known scientists, as a center created to protect their autonomy and corporate interests. Higher education institutions are increasingly being considered in the market of educational services as the production and transfer of independent participants, providers, knowledge and innovative corporations. Changes in the paradigm, that is, a "conceptual scheme, a model for determining and solving problems that reflect important features of reality," depends on many factors. The result, process and education will change as the main features of higher education [13]. As an independent participant in the main services of higher education, their success, development and stability, the demand will depend on the organization of proper management and appropriate work in it. These factors themselves have the internal reform of higher education.

Professors-teachers are constantly criticized by the leadership of higher education as a functional management structure, which is primarily organized justified. At the same time, corporate tips should be distinguished from authoritarian exception to avoid the loss of a clear pedagogical component. Processes of public intervention and communication, as a rule, affect the planned effect, and not directly access to them. Analyzes show that "no built-in system in education. In preschool education - at school - in the highest formation there is no interdependence in the mechanism of education, subjects and curricula and they are not compatible with each other. Each of them individually and divided. In fact, all problems arise here"»[14]. Thus, in higher education, the quality efficiency is carried out in the uninterrupted formation of each stage for the addition, repetition and formation of creative thinking.

Competition in developed societies comes from the fact that the pressure is constantly increasing when an individual is expected to decades. This may not affect higher educational institutions and led to the creation of private educational institutions that have seen students as a strong frame. Pressure and competition is an integral part of these pedagogical concepts. Their motto "is everything against everyone", because everyone wants to be the best in everything and be the best. Although competition is necessary to increase motivation, the main focus of attention should be focused on the development of the personality.

In the prevention of conflict, higher educational institutions also arise to reform the structure of its control. As a result, the most effective management is also known from the practice of developed foreign higher educational institutions, which are based on corporate principles. "The use of new methods of public administration in higher education will lead to the use of the principles of corporate governance in higher educational institutions. In foreign studies, higher educational institutions remain an active discussion topic to form corporate governance. There are also a number of opinions on the introduction of corporate governance in higher educational institutions. One of them denies the opportunity to transfer corporate world activities, management principles and methods in a university environment"[15].

Consequently, in each link in the community, bringing the basic management functions used in business give high results. Since other representatives of the directions are the access of market relations with the subjects of the current modern higher education, recognizes that without accepting the laws about the market and the rule of the game, it cannot function"[16]. Educational institutions will also have to acquire and work depending on market relations and regulations in the market economy. "Today, the concept of accurate and unified corporate management of higher educational institutions in local and foreign literature has not yet been developed. Researchers are often trying to direct multilateral, complex and opposing processes in higher educational institutions in order to direct this phenomenon"[17]. This means that the optimal method for higher education is the most optimal method for higher education, but its concept has not yet been developed, and each higher educational institution is necessary to create a special look based on its characteristics and capabilities.

The Chairman of the National Movement "Rebellion", the deputy of Oliy Majlis Bobur Beckmurodov emphasizes that in the post "On Higher Education: Decentralization, Distance Learning, Standards" The current state of the professional deficit of personnel, infrastructure and the potential of the higher education system requires a change in the following and fundamental basis. In his opinion, it is necessary to upgrade and make changes in the Higher Education Management System. To do this, it is necessary to abandon the administrative bureaucratic management traditions, and it is also necessary to widely implement the use of the principles of corporate governance. "In the end, our great ancestors taught the world with their scientific and creative discoveries. They did not follow anyone, opposite others followed them. We also have to be a nation with the drama of power, and not followers. Otherwise, we will take away from the path of development and weonim in a disappointment swamp. We will easily surrender the victories achieved by our ancestors"[18]. To do this, it is necessary to create a quality learning system and potential training and attract new trends to manage the education system.

According to the analyzes of the deputy of the Oliy Majlis Bobur Bekmurodova, during this process, special attention should be paid to:

"First, we need to take serious steps to give academic independence, to decentralize the higher education system, dramatically reduce state control and participation is not limited to administrative independence. Keeping the function of the Ministry of Education Quality and the fulfillment of state conditions, voluntary decisions should be taken, for example, to refuse administrative management functions. The ministry must admit compact and highly professional content and proceed to the coordination of the role;

Secondly, the time to complete the realization of distance learning has also come. To do this, it is necessary to create conditions for creating sufficient infrastructure, opening a wide range of distance education, as well as conditions for its wider use of educational institutions. This will solve the problem of achieving full coverage of graduates with higher education not in the next 10-15 years, but for 3-5 years, in addition, it will optimize the amount of contractual payment for training in higher educational institutions;

Thirdly, it is necessary to introduce clear, equal and fair conditions for all participants to create a higher education market. Able to fulfill the conditions established by the state, all participants who wish to comply with the law should be given the opportunity to invest in the spheres;

Fourthly, the revision of educational standards should be made, modern management approaches should be implemented to control the quality of education. If necessary, hire consultants for the development of management, managers from prestigious universities around the world and most importantly, so that the government allocates the necessary funds"[19]. It is also necessary to tie higher educational institutions with the labor market, simplify the process of increasing scientific potential and openness in the management, principles of transparency and accountability.

During the transition to self-financing of higher educational institutions in our opinion, it is advisable to provide the following priorities for the development of corporate governance at universities:

- liberalization of a complex of organizational, economic, financial, legal and other relations between state and higher educational institutions;
- the use of modern principles of strategic management and assessing the activities of higher educational institutions based on the results;
- view and appreciate the university as a market economy. The fact is that higher education institutions face more with the problem of attracting extrabudgetary funds. Because in the highest educational institutions of Uzbekistan, the share of budget revenues has decreased from year to year. The share of budget funds from 42% in 2015 decreased to 23% in 2019;
- further development of various types of financing, diversification of sources of income, contract for training on a contract basis, commercialization of research research, contractual services for all areas of the economy, public organizations, attract extrabudgetary funds, rental premises and financial assets;
- the implementation of financing higher educational institutions for business associations and organizations. These funds will be aimed to finance scientific and practical research, on students scholarships, for developing student internship programs, to organize corporate departments, to increase wages to professors and teachers, to create joint programs based on universities.

- as a key indicator of successful economic stability, the development of profitability and indicators of financial efficiency of the higher education system;
- transfer and adaptation of higher educational institutions to the principles of corporate governance.

In general, in what order the introduction of the principles of corporate governance in higher education is carried out. What changes will be in management of higher education? The search for answers to these questions will reveal the essence of the study.

In short, today the model of control of advanced transnational corporations and in many areas based on the requirements of a market economy quickly includes the principles of corporate governance, which are distributed as hybrids. Although corporate governance is actually used in the spheres of large enterprises, the principles are caused by useful and effective aspects due to the importance of each side of society.

Also, the subordination of higher education by higher authorities in Uzbekistan, the requirement of unconditional execution of the order from above, leads to the fulfillment of irrational work and the organization of irrational activities. Such submission to higher instances and highly centralized and standardized education and management eliminates the academic independence of higher education.

At the same time, the need to see in the highest educational institution the organization in need of its own administration arose due to the fact that the cost of its content is constantly growing, centralized management of the university, its autonomy, independence in decision-making and radical denying responsibility for them.

In the corporate governance, the decision-making mechanism and the definition of strategic areas of activity is carried out from top to bottom, and from the bottom up, by coordinating the goals and interests in ensuring the consent between the faculty, the rectorate, scientific council and the board of directors.

The high level of centralization in the management of higher educational institutions, dependence on higher instances requires a lot of time when making management decisions and adversely affects the efficiency of work. Consequently, this is one of the important tasks for the introduction of the principles of corporate governance and the creation of complete autonomy.

In short, in our higher educational institutions we have considered, the possibilities for the introduction of an innovative model, the principles of corporate governance and will have clear advantages and opportunities for the further development of higher educational institutions. At the same time, the appointment of the decision-making mechanism and strategic areas of activity is not based on the bottom, and from the bottom up, and in accordance with the coordination of risks between teacher professors, the rectorate, the Council of Scientific Council and the Board of Directors. Diversification of income sources plays an important role in many sources of the university, the problems of information and mutual understanding between business, science and education are solved. The university also increased the prestige of interests and the level of coordination of interests, as well as the level of meeting the needs of all stakeholders will increase.

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