



O'ZBEKISTONDAGI NODAVLAT OLIY TA'LIM MUASSASALARIDA MOLIVAVIY MENEJMENTNING NAZARIY ASOSLARI

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Annotatsiya. O'zbekistondagi nodavlat oliy ta'lim muassasalari moliyaviy menejmentning nazariy asoslarini chuqur o'rganish-mamlakat ta'lim manzarasida xususiy ta'lim tashkilotlarining ro'li oshib borayotganini hisobga oladigan bo'lsak muhim hisoblanadi. Ushbu tadqiqotda moliyaviy menejmentning asosiy elementlari taqdim etilgan, hamda oliy ta'lim bilan bog'liq nodavlat tashkilotlarda moliyaviy boshqaruvning amaliy, huquqiy va strukturaviy jihatlari haqida tushunchalar va ma'lumotlar berilgan. Bundan tashqari, O'zbekiston Respublikasidagi nodavlat ta'lim tashkilotlarini moliyalashtirishning asosiy mexanizmlari sanab o'tilgan, hamda davlat va nodavlat institutlari o'rtasidagi moliyaviy strategiyalarning qiyosiy tahlili natijasi taqdim etilgan. Yakuniy natijalar nodavlat oliy ta'lim tashkilotlari (NOTT) moliyaviy barqarorlikka qanday erishishi va shu tariqa kengroq milliy rivojlanish maqsadlariga hissa qo'shishi mumkinligini chuqurroq tushunish imkonini beradi.

Kalit so'zlar: O'zbekistondagi nodavlat oliy ta'lim tashkilotlarini moliyaviy menejmentning nazariy asoslari, nodavlat oliy ta'lim tashkilotlarining (NOTT) strategik vazifalari, davlat va nodavlat oliy ta'lim muassasalarining tasnifi, davlat va nodavlat universitetlarining qiyosiy moliyaviy menejmenti, moliyaviy avtonomiya, ta'limni moliyalashtirish.

ТЕОРЕТИЧЕСКИЕ ОСНОВЫ ФИНАНСОВОГО МЕНЕДЖМЕНТА В НЕГОСУДАРСТВЕННЫХ ВЫСШИХ УЧЕБНЫХ ЗАВЕДЕНИЯХ УЗБЕКИСТАНА

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Аннотация. Существует настоятельная необходимость в углублении в теоретические основы финансового менеджмента в негосударственных вузах Узбекистана, особенно с учетом растущей роли частных учреждений в образовательном ландшафте страны. В этой статье рассматриваются ключевые элементы финансового управления, предоставляя обновленную информацию о практических, правовых и структурных аспектах финансового администрирования в неправительственных организациях, связанных с высшим образованием. Кроме того, в ней определяются основные механизмы, лежащие в основе финансирования негосударственных университетов в Республике Узбекистан, предлагая сравнительный анализ финансовых стратегий между государственными и негосударственными учреждениями. Результаты предлагают более глубокое понимание того, как негосударственные высшие учебные заведения (НВУЗы) могут достичь финансовой устойчивости, тем самым способствуя достижению более широких национальных целей развития.

Ключевые слова: теоретические основы финансового управления негосударственными университетами Узбекистана, стратегические цели негосударственных высших учебных заведений (НВУЗы), классификация государственных и негосударственных высших учебных заведений, сравнительное финансовое управление государственными и негосударственными университетами, финансовая автономия, финансирование образования

THE THEORETICAL FOUNDATIONS OF FINANCIAL MANAGEMENT OF NON-STATE HIGHER EDUCATION INSTITUTIONS IN UZBEKISTAN

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Abstract. *There is a pressing need to delve into the theoretical foundations of financial management within non-state universities in Uzbekistan, especially given the growing role of private institutions in the country's educational landscape. This article explores the key elements of financial management, providing updated insights into the practical, legal, and structural dimensions of financial administration in higher education-related non-governmental organizations. Additionally, it identifies the core mechanisms underpinning the financing of non-state universities in the Republic of Uzbekistan, offering a comparative analysis of financial strategies between state and non-state institutions. The findings offer a deeper understanding of how non-state higher education institutions (NSHEIs) can achieve financial sustainability, thereby contributing to the broader national development goals.*

Keywords: *theoretical foundations of financial management of non-state universities in Uzbekistan, strategic objectives of non-state higher education institutions (NSHEIs), classification of state and non-state higher education institutions, comparative financial management of state and non-state universities, financial autonomy, education financing.*

Introduction.

Education serves as a cornerstone for national development, shaping a country's economic, social, and cultural advancement. As such, many nations around the world are prioritizing the expansion and modernization of their educational systems. In particular, financial planning in education is an integral component of institutional governance, ensuring both operational efficiency and the achievement of strategic objectives. Effective financial management is often a strong indicator of institutional success, spanning multiple domains such as academic performance, research output, and administrative capacity. In the context of Uzbekistan, non-state higher education institutions play an increasingly important role in complementing the national education system. The financial management of these institutions is critical to the evolution of Uzbekistan's educational infrastructure and overall socio-economic progress.

Uzbekistan is home to more than 200 higher education institutions, of which approximately 67 are non-state (private) institutions. These private universities and institutions are crucial in diversifying the higher education landscape, offering alternative educational models that often differ from the public sector in terms of governance, financial management, and educational philosophy. A key factor in the successful establishment and operation of these institutions lies in building a robust financial and material base. Institutions with strong financial foundations are able to attract highly qualified academic staff, create state-of-the-art facilities, and ultimately offer high-quality education. This enables non-state institutions to contribute meaningfully to the country's workforce by producing graduates who are well-equipped with the skills needed in a dynamic economy.

Literature review.

Uzbekistan's educational system provide a critical example of contemporary changes aimed at enhancing competitiveness through structural transformation and quality improvement. The literature highlights that effective financial management, diversified funding sources, and recent legal reforms are critical for the growth and sustainability of Uzbekistan's non-state higher education institutions. Tashkhodjaev, (2023), Rakhmatullayev, (2022), Rasulov, (2023) emphasizes the role of strategic financial planning in ensuring quality education through resource allocation, as well as the importance of educational reforms, including public-private partnerships, aimed at enhancing institutional stability and graduate competitiveness. Law of the Republic of Uzbekistan on Education (2020), along with Ministry statistics, illustrates non-state institutions' increasing role, now comprising nearly a third of Uzbekistan's higher education landscape. Globally, the World Bank (2018) highlights the importance of financial resilience, positioning Uzbekistan's higher education sector as key to national development goals.

Methodology.

This study employs a qualitative research methodology to explore the theoretical foundations and practical aspects of financial management in non-state higher education institutions (NSHEIs) in Uzbekistan. The research focuses on comparative analysis and a document-based review of financial management practices in both state and non-state universities. Key legal and institutional frameworks, such as the 2020 Law on Education and various governmental decrees, are examined to understand the regulatory environment. Data for the study was gathered from academic publications, legal documents, and statistical reports from the Ministry of Higher Education. Comparative case studies of financial models in state and non-state institutions were conducted to identify differences in revenue generation, resource allocation, and financial autonomy.

Results and Discussion.

State and Non-State Higher Education Institutions in Uzbekistan

Higher education institutions in Uzbekistan can be broadly classified into three categories: State Higher Education Institutions, Non-State Higher Education Institutions and Foreign Higher Education Institutions. State higher education institutions are established by government bodies and operate on state-owned property. They offer education in line with national educational standards and are typically financed through government allocations, supplemented by other lawful revenue sources. These institutions, by virtue of their public ownership, must adhere strictly to government mandates in terms of curriculum, finance, and administration.

Non-state higher education institutions, on the other hand, are legally recognized private entities. They provide educational services in accordance with state-approved curricula and standards, but operate independently of direct government control in terms of financing and management. These institutions must obtain a government-issued license to offer educational services, but they enjoy greater autonomy compared to their state-run counterparts. This autonomy extends to financial management, resource allocation, and the ability to implement innovative educational models, allowing non-state institutions to compete more dynamically in the educational marketplace.

Foreign Higher Education Institutions: These include branches or campuses of foreign universities operating in Uzbekistan. They may offer degrees from their home institutions and are often focused on specific fields of study. Foreign institutions can establish branches or partnerships in Uzbekistan under agreements with the government. The Ministry of Higher Education, Science, and Innovation oversees these institutions to ensure they comply with national educational standards and regulations.

Contrasts in Financial Management between State and Non-State Higher Education Institutions

In Uzbekistan, the financial management of higher education is undergoing transformative reforms that aim to bolster the sector's sustainability and efficiency. Traditionally, state institutions have relied on government-allocated budgets, which are supplemented by extra-budgetary funds and other lawful sources of income. This system often results in limited financial autonomy, as state budgets are usually earmarked for specific institutional needs, leaving little flexibility for independent financial decision-making. However, recent reforms, including several presidential decrees, have sought to grant financial independence to select state institutions, enabling them to manage their financial resources more freely. A pivotal component of these changes is the establishment of financial autonomy for universities, which empowers institutions to make independent decisions regarding their funding, tuition fees, and resource allocation. Furthermore, the government is actively promoting public-private partnerships (PPPs) to leverage additional resources, facilitating infrastructure development and enhancing educational services. Targeted grant programs have also been introduced, designed to ensure equitable access to education for underrepresented groups and to support talented students. Collectively, these financial strategies are expected to foster a more competitive and resilient higher education landscape in Uzbekistan. Currently, 40 State Higher Education Institutions (SHEIs) have been granted academic and financial autonomy, allowing them to independently manage tuition fees, curricula, and educational formats.

Unlike their state counterparts, non-state higher education institutions leverage funding from a variety of sources, including tuition fees, private donations, contributions from founders, and partnerships with local and international organizations. The financial autonomy enjoyed by non-state institutions facilitates responsive decision-making, enabling them to quickly adapt to market demands and evolving educational trends. For example, they can swiftly update curricula to align with industry needs or enhance their facilities to attract more students. Moreover, the capacity to establish partnerships with businesses and organizations not only provides additional funding but also creates opportunities for practical training and internships, further enriching the student experience. In recent years, the Uzbek government has recognized the importance of non-state institutions in expanding access to higher education and has encouraged their growth through policy frameworks that support public-private partnerships. This strategic emphasis on non-state higher education institutions aims to foster competition, drive innovation, and improve the overall quality of education in the country. As a result, non-state higher education institutions in Uzbekistan are becoming increasingly significant players in the national education landscape, contributing to a more diverse and responsive higher education system.

Initial Steps in Financial Management for Non-State Educational Institutions

Effective financial management is a cornerstone of operational success in both state and non-state higher education institutions. However, in non-state institutions, financial management takes on added importance due to the heightened level of autonomy and market-driven pressures they face. Non-state institutions must carefully balance income generation with expenditure, ensuring that financial resources are allocated strategically to support long-term sustainability and growth.

Several critical areas must be addressed in the financial management of non-state higher education institutions:

1. **Capital Resources:** This includes all physical infrastructure, such as administrative buildings, academic facilities, student residences, laboratories, and sports centers. The development and maintenance of these resources require substantial financial investment.

2. **Material Resources:** These include all academic and administrative equipment, books, and other essential learning materials. Investments in technology, particularly in areas like digital learning platforms, are becoming increasingly important in modern education systems.

3. **Financial Resources:** The primary source of income for most non-state higher education institutions comes from student tuition fees. Managing this revenue stream effectively, while ensuring affordability and accessibility for students, is a key challenge.

4. **Remuneration of Staff:** Non-state institutions must offer competitive salaries to attract and retain highly qualified faculty members, administrative personnel, and technical support staff. Investment in staff development is also crucial for maintaining high educational standards.

5. **Employee Training:** Ongoing professional development for both academic and administrative staff is vital for improving the quality of education and enhancing institutional governance.

6. **Communal Services:** This includes the costs associated with utilities such as electricity, water, and other essential services required to maintain campus operations.

The Financial Planning Process in Non-State Higher Education Institutions

Our research highlights three key stages in the financial planning process for non-state higher education institutions:

1. **Resource Determination:** This stage involves identifying the maximum number of financial resources necessary for the effective operation of the institution. This includes projections for revenue generation (such as tuition fees) and expenditure (such as infrastructure and staffing).

2. **Expense Allocation:** In this stage, institutions must define the primary categories of expenditure, ensuring that resources are distributed across key areas like infrastructure, academic programs, and staff salaries. The goal is to allocate resources in a way that maximizes the institution's ability to meet its educational and operational objectives.

3. **Balancing Resources and Expenditures:** Finally, institutions must ensure that there is a balance between the available financial resources and planned expenditures. This requires careful budgeting, regular financial audits, and adjustments to spending plans as necessary to maintain financial health.

Challenges and Strategies in Non-State Higher Education Institutions' Financial Management

Uzbekistan's non-state higher education institutions' financial management faces a number of obstacles that need for practical solutions. The following are some major obstacles and some solutions to improve financial management:

1. **Revenue Generation Challenges:** Relying solely on tuition fees to generate income can be risky, particularly during recessions when student enrollment may drop. Institutions should look into industry alliances, provide specialized training programs, and set up research grants in order to diversify their revenue sources and reduce this risk. They can also use creative marketing techniques to draw in a wider pool of students, including those from abroad.

2. **Cost Control and Efficiency:** Since non-state organizations frequently have limited funding, cost control is essential. Finding inefficiencies can be facilitated by putting in place a strong financial monitoring system. Institutions will be able to keep a close eye on spending and make real-time adjustments thanks to routine financial inspections and audits. Using technology to handle finances, such budgeting software, can increase accuracy and expedite procedures.

3. **Investment in Technology and Infrastructure:** Although infrastructure and technology investments are essential, they can put a strain on available funds. A thorough needs evaluation should be used to determine the institutions' investment priorities, with an emphasis on high-impact areas that improve the learning environment. Furthermore,

infrastructure projects might receive financial support through the use of public-private partnerships, which lessens the strain on institutional finances.

4. Staff Retention and Development: Preserving the caliber of education depends on luring and keeping talented professors and staff. As part of their budgetary planning, institutions should take professional development opportunities and competitive salary packages into account. In addition to offering real-world experience, working with business partners on training programs and internships helps improve academic credentials.

5. Student Support Services: For students to succeed and stay in school, it is crucial to offer sufficient student support services such as career services, academic advising, and counseling. To guarantee that these services are strong without sacrificing other crucial areas, institutions must properly spend finances. Their sustainability can be ensured by establishing a student fee system that includes a specific fund for support services.

Conclusion.

In conclusion, financial management plays a vital role in ensuring the stability, growth, and quality of educational services in non-state higher education institutions (NSHEIs) in Uzbekistan. The distinction between the financial management of state and non-state higher education institutions lies in the autonomy of resource allocation and usage. While state institutions traditionally rely on government budgets and have recently been granted more financial independence, non-state institutions operate primarily on funds provided by founders and other permissible sources, giving them greater freedom in financial decision-making.

The key to the success of non-state universities in Uzbekistan rests on their ability to build a strong financial foundation. With adequate financial resources, these institutions can attract highly qualified faculty and staff, enhance the quality of education, and contribute more effectively to the country's socio-economic development by producing well-prepared graduates.

Furthermore, non-state institutions face unique challenges and opportunities in their financial planning and management, especially in the establishment of their material and technical base. Ensuring solid financial management practices will be crucial for the continued growth and success of non-state higher education institutions in Uzbekistan, positioning them as critical players in the nation's overall educational landscape.

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