
Importance of Introducing Innovations in the Higher Education System

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Annotation: In the current period, as in all fields, in the process of globalization and informatization, the financial management of higher education institutions in a well-thought-out and planned manner and the improvement of investment relations in it using new forms of management have become the need of the hour. Effective resolution of financial issues is important in organizing the process in higher education institutions.

Key words: Innovation, financial management, institution, resolution, budget, education, higher education system.

Despite the fact that higher education institutions are mainly supported by the republican budget, the issues of finding extra-budgetary financial resources and directing them to the higher education system are becoming urgent. This, in turn, becomes the basis for the commercialization of higher education institutions not only with educational activities, but also with scientific and innovative activities, as well as for finding additional financial sources in order to increase the efficiency of the financing system of the higher education system.

Currently, the process of developing the activities of higher education institutions, giving them freedom in their financial activities, and gradually transferring them to the self-financing system is underway. Currently, 36 higher education institutions in our country have been given financial independence and a number of freedoms in managing financial resources.

In particular, in accordance with the decision of the President of the Republic of Uzbekistan No. PQ-61 "On measures to grant financial independence to state higher education institutions" approved on December 24, 2021, state higher education institutions that are granted financial independence in 2022 since January 1, independent decision-making powers are given on the following issues:

- determining the cost of training on the basis of a fee-contract, taking into account the demand in the market of educational services;
- determining and extending the terms of payment of student payment-contract funds;
- attracting local and foreign professors and specialists who can use modern pedagogical technologies and conduct scientific research to the educational process on the basis of a contract;
- making decisions on determining the amount of remuneration for the work of foreign highly qualified specialists involved in educational and scientific processes based on market conditions;
- development of standards for the introduction of staff units of professors and teachers;
- allocation of scholarships and grants for students at the expense of own funds;

- direct purchase of educational and scientific literature, textbooks and manuals from foreign countries from producers who own the copyright;
- determining the procedure for providing paid services in vacant buildings and structures;
- determination of the annual limit of motor vehicles and their service requirements.

Also, with the above decision, the state higher education institutions granted financial independence were transferred to the financing procedure, which provides for the following:

- ✓ the average cost per student for all educational directions and stages is calculated;
- ✓ funds allocated from the State budget for personnel training on the basis of a state order (state grant) are determined based on the average cost per student based on the procedure established by the Cabinet of Ministers;
- ✓ budget funds for students studying on the basis of a state grant are allocated on the basis of an agreement to be signed between the relevant ministry and department and the higher education institution;
- ✓ budget funds allocated for students receiving education on the basis of a state grant (except for targeted funds) are transferred to the personal treasury account of the extra-budgetary funds of the higher education institution and at the end of the reporting period the balance of the funds is left at the discretion of the higher education institution;
- ✓ funds allocated as a state order and income and expenditure estimates for payment-contract funds are registered in the appropriate higher ministry and office, and their use is determined for the Development Fund of Budget Organizations is carried out in a similar manner. In this case, changes made to the income and expenditure estimates during the financial year are not agreed with the Ministry of Finance;
- ✓ the cost of teaching on the basis of a fee-contract is based on the average cost per student, but the development of the higher education institution in the perspective of full financial support and determined on the basis of mutual competition in the market of educational services.

In accordance with the decision of the President of the Republic of Uzbekistan No. PQ-60 "On additional measures to ensure the academic and organizational-management independence of state higher education institutions" approved on December 24, 2021 Regarding effective financing of state higher education institutions of our country, from the 2022/2023 academic year, state higher education institutions granted financial independence are given the following additional powers:

a) in the field of academic independence:

- approval of educational plans, educational programs, qualification requirements based on professional standards, determining the form of education taking into account the language of education and the characteristics of educational directions and specialties;
- determination of duration of studies for undergraduate education and master's specialties;
- determination of the cost of studying in doctoral studies on the basis of a fee-contract, admission to doctoral studies based on selection in addition to the quota by allocating grants from extra-budgetary funds;
- approval of the procedure for scientific supervision of doctoral students and independent researchers;
- introduction of part-time, distance and evening forms of education at the master's level, introduction of the system of providing double qualifications, including practical qualifications, in educational areas and specialties;
- implementation of academic mobility with higher education institutions on the basis of mutual agreements;

- creating and publishing textbooks and other educational and scientific literature for the higher educational institution and educational institutions within its structure;
- defining and introducing mechanisms for internal control of the quality of education;
- b) in the field of organizational-management independence:
 - ✓ organization of structural structures, commercial and non-commercial organizations, whose main activity is related to education, science, implementation and commercialization of its results, and which are not financed from the state budget funds;
 - ✓ approval of the structure of the institution and determination of the number of staff units, regardless of the regulations established for higher education institutions;
 - ✓ based on the needs of the labor market, opening new educational directions and specialties, ending current educational directions and specialties;
 - ✓ determining the procedure for recruitment, dismissal and internal rotation of pedagogues and other employees;
 - ✓ admission of citizens of foreign countries on a fee-contract basis and organization of training in the form of distance education.

Also, higher education institutions that have been granted financial independence in our country:

- state higher education institutions are exempted from paying taxes in accordance with the Tax Code;
- state higher education institutions that are granted financial independence are subject to the tax benefits provided for in the law for higher education institutions;
- a rate of 12 percent of social tax is applied to state higher education institutions that are given financial independence.

Despite the measures being taken to develop higher education institutions and their effective financing system in our country, there are a number of problems that need to be solved.

Having studied the research work and experience of foreign and local scientists, the following scientific conclusions and recommendations were developed in order to eliminate the above problems, including:

- ✓ effective mechanism and standards for payment of work of professors-teachers and workers have not been developed. For this reason, it is necessary to develop specific norms on the terms and procedure of their wages and bonuses paid to them, as well as the procedure for awarding them, including speeding up the introduction of the KPI system;
- ✓ the salary levels of some employees working in higher education institutions do not correspond to their workload and qualification (position) requirements.

In particular, there are positions in higher education institutions that require higher education, and their salaries do not reach 1.5-2 million soums. No highly educated person wants to work for such a salary, and the efficiency of those who work is very low. Rather than assigning them an additional bonus, in order to ensure transparency, it is appropriate to lower the higher education student assigned to these positions to secondary or secondary special or to increase their wages (salary);

- inconveniences in the implementation of state purchases of higher education institutions and problems of non-fulfillment of contract terms between the customer and the supplier are often observed. It is necessary to review the mechanism of implementation of public procurement, to increase the responsibility of customers and suppliers for non-fulfilment of their obligations;
- the fact that higher education institutions remain dependent on the sums of student fees and contracts, they do not have an effective mechanism for attracting additional resources. It is

necessary to attract additional funds to higher education institutions, to develop a mechanism for effective use of existing funds;

- Despite the fact that in accordance with the decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 9, 2019, it is allowed to establish endowment funds in higher education institutions, almost no work is being done by higher education institutions in this regard. For this reason, it is necessary to establish separate departments in higher education institutions;
- Despite the fact that in accordance with the above decree of the President of the Republic of Uzbekistan No. PF-5847, it is allowed to provide financial resources to higher education institutions through venture financing, the work of attracting such funds is being carried out very slowly. It is necessary to pay attention to attracting the funds of these funds for the financing of scientific research works, scientific and innovative projects, start-up projects of higher educational institutions, etc.

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