

MECHANISMS FOR IMPLEMENTING ADVANCED INTERNATIONAL PRACTICES IN THE MANAGEMENT OF PRIVATE HIGHER EDUCATION INSTITUTIONS AND DIRECTIONS FOR THEIR ADAPTATION TO THE CONDITIONS OF UZBEKISTAN

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Abstract

This article examines the issues of studying advanced practices of developed countries in the management of private higher education institutions and developing mechanisms for adapting them to the conditions of Uzbekistan's higher education system. The study analyzes the specific features of institutional autonomy, strategic governance, quality assurance, financial diversification, and public-private partnership models developed in countries such as the United States, the United Kingdom, Germany, and South Korea. The results indicate that the sustainable development of private higher education institutions requires not the direct transfer of foreign governance practices, but the formation of a transformational management model adapted to the national economic, legal, and institutional environment.

Keywords: private higher education, university governance, institutional autonomy, international experience, strategic management, quality assurance, transformational management.

Annotatsiya

Ushbu maqolada nodavlat oliy ta'lim tashkilotlarini boshqarishda rivojlangan mamlakatlarning ilg'or tajribalarini o'rganish hamda ularni O'zbekiston oliy ta'lim tizimi sharoitiga moslashtirish mexanizmlarini ishlab chiqish masalalari tadqiq etilgan. Tadqiqotda AQSh, Buyuk Britaniya, Germaniya va Janubiy Koreya kabi mamlakatlarda shakllangan institutsional avtonomiya, strategik boshqaruv, sifat kafolati, moliyaviy diversifikatsiya hamda davlat-xususiy sheriklik modellarining o'ziga xos xususiyatlari tahlil qilingan. Tadqiqot natijalari shuni ko'rsatadiki, nodavlat oliy ta'lim tashkilotlarining barqaror rivojlanishini ta'minlash xorijiy boshqaruv tajribalarini to'g'ridan-to'g'ri joriy etishni emas, balki milliy iqtisodiy, huquqiy va institutsional muhitga moslashtirilgan transformatsion boshqaruv modelini shakllantirishni talab etadi.

Kalit so'zlar: nodavlat oliy ta'lim, universitet boshqaruvi, institutsional avtonomiya, xalqaro tajriba, strategik menejment, sifat kafolati, transformatsion boshqaruv.

Аннотация

В данной статье рассматриваются вопросы изучения передового опыта развитых стран в управлении негосударственными высшими образовательными организациями и разработки механизмов его адаптации к условиям системы высшего образования Узбекистана. В исследовании проанализированы особенности моделей институциональной автономии, стратегического управления, обеспечения качества, финансовой диверсификации и государственно-частного партнёрства, сформированных в таких странах, как США, Великобритания, Германия и Южная Корея. Результаты исследования показывают, что устойчивое развитие негосударственных высших образовательных организаций требует не прямого переноса зарубежных управленческих практик, а формирования трансформационной модели управления, адаптированной к национальной экономической, правовой и институциональной среде.

Ключевые слова: негосударственное высшее образование, управление университетами, институциональная автономия, международный опыт, стратегический менеджмент, обеспечение качества, трансформационное управление.

INTRODUCTION

In recent years, the global higher education system has witnessed a growing trend toward reducing state monopolies, developing a competitive environment, and effectively utilizing the potential of the private sector. International experience demonstrates that private higher education institutions are becoming important actors not only in diversifying educational services but also in developing innovative educational programs, rapidly adapting to labor market demands, and commercializing research activities.

In developed countries, the governance of private universities differs from traditional administrative management approaches and is based on the principles of institutional autonomy, corporate governance, academic freedom, stakeholder participation, and results-oriented management. In particular, private universities in the United States widely apply strategic decision-making mechanisms through Boards of Trustees, while the United Kingdom has developed independent quality assurance systems, Germany actively implements public-private partnership mechanisms, and South Korea has advanced innovation-oriented university models.

In recent years, the private sector in Uzbekistan's higher education system has also been developing rapidly. The increasing demand for higher education, the limited capacity of public higher education institutions, and the growing need for modern competencies in the labor market have created the necessity to expand the activities of private higher education institutions. At the same time, ensuring the long-term competitiveness of these institutions requires an in-depth study of international

governance practices and their adaptation to local conditions, which represents an important scientific and practical challenge.

The purpose of this study is to analyze advanced governance models of foreign countries in the management of private higher education institutions and to develop mechanisms for their effective implementation within the context of Uzbekistan.

LITERATURE REVIEW

The governance of private higher education institutions has been widely examined in international research, with particular emphasis on institutional autonomy, strategic management, financial sustainability, and quality assurance. Clark introduced the concept of the entrepreneurial university and argued that institutional autonomy, diversified funding sources, and strong engagement with external stakeholders are essential for sustainable university development. He emphasized that modern universities should function not only as educational institutions but also as centers of innovation and economic growth [1].

Marginson analyzed the impact of globalization on higher education and demonstrated that universities with effective governance systems achieve stronger performance in international rankings, research productivity, and graduate employability. His findings highlighted strategic governance as a key factor in strengthening institutional competitiveness in the global higher education environment [2].

Salmi identified three fundamental conditions for building world-class universities: highly qualified academic staff, sustainable financial resources, and effective institutional governance. He concluded that greater institutional autonomy and reduced administrative constraints improve strategic decision-making and support long-term institutional development [3].

Altbach and Knight examined the internationalization of higher education and found that academic mobility, international partnerships, and joint educational programs significantly enhance the competitiveness of higher education institutions. Their research demonstrated that international collaboration contributes to improving educational quality, research capacity, and institutional reputation [4].

Levy investigated the development of private higher education and concluded that the success of private universities depends largely on managerial flexibility, responsiveness to market demand, and financial independence. He emphasized that adaptive governance models enable private institutions to respond more effectively to changing educational and economic conditions [5].

Although previous studies have comprehensively examined institutional autonomy, strategic governance, quality assurance, and financial diversification, limited attention has been given to developing integrated mechanisms for adapting these international governance models to the institutional, legal, and economic conditions of Uzbekistan. This study addresses that research gap by proposing an

adaptive governance framework for private higher education institutions in Uzbekistan.

METHODOLOGY

In the research process, a comprehensive methodological approach was applied to analyze the experience of foreign countries in managing private higher education institutions and to identify opportunities for implementing these practices within the context of Uzbekistan.

First, based on the comparative analysis method, the key elements of private university governance models in the United States, European countries, and Asian countries were compared. This approach made it possible to identify differences in institutional autonomy, financing mechanisms, quality assurance systems, and governance practices.

Second, through the systematic analysis method, internal and external factors influencing the activities of private higher education institutions were examined. University governance was evaluated as a complex system associated with government policy, labor market requirements, financial opportunities, and international integration processes.

Third, the SWOT analysis method was applied to identify the strengths and weaknesses, existing opportunities, and potential threats related to the implementation of advanced international governance practices in Uzbekistan's private higher education sector.

ANALYSIS AND RESULTS

The results of the study indicate that the governance of private higher education institutions in developed countries is based on several common principles. The U.S. model primarily relies on institutional independence and corporate governance. The strategic development of universities is determined by the Board of Trustees, while university management is responsible for ensuring academic quality, financial sustainability, and innovative development.

In the European experience, maintaining a balance between government regulation and university autonomy is considered a key priority. In particular, quality assurance systems, accreditation mechanisms, and the principles of social responsibility are regarded as essential components of university governance.

In Asian countries, especially in the experience of South Korea, private universities have developed based on innovation, technological advancement, and cooperation with industry. Through university-industry integration, mechanisms for commercializing research outcomes have been established.

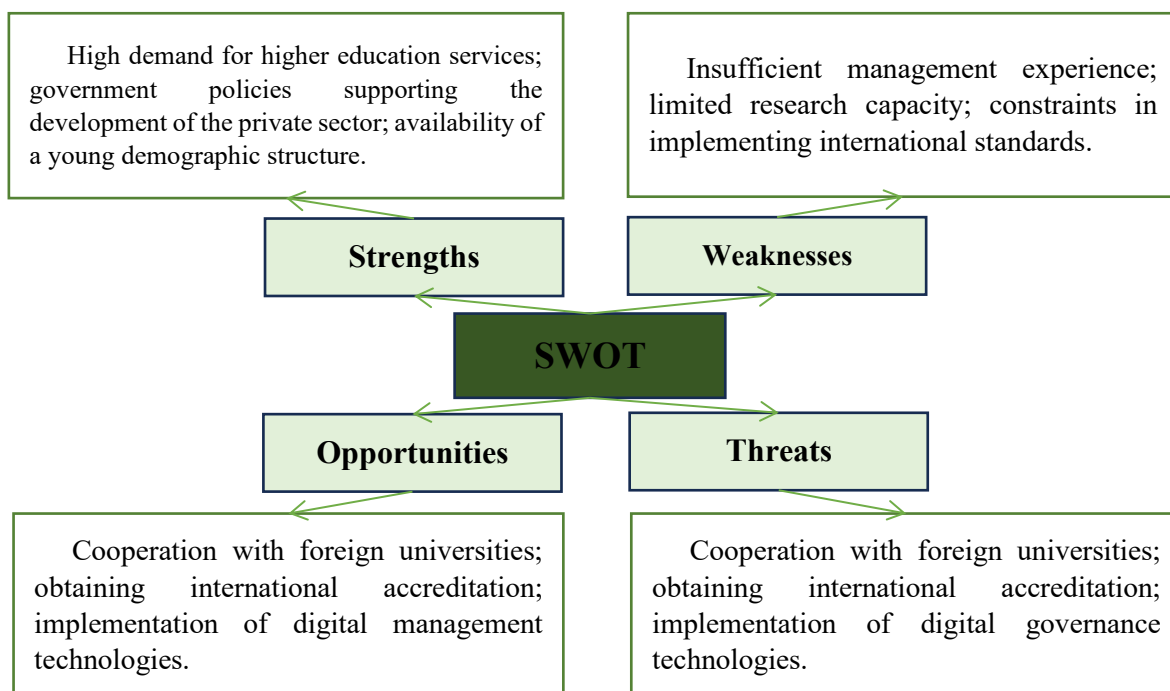


Figure 1. SWOT analysis on adapting foreign experiences to the conditions of Uzbekistan.¹

The results of the SWOT analysis indicate that there are several internal strengths for implementing international governance practices in Uzbekistan. In particular, the high demand for higher education services, the large proportion of the young population, and government policies aimed at supporting the development of private higher education institutions create favorable conditions for the expansion of this sector. In particular, the implementation of institutional autonomy, strategic governance, digital management, and quality assurance systems based on international university practices can enhance the competitiveness of private higher education institutions. At the same time, participation in international accreditation processes, the establishment of joint educational programs with foreign universities, and strengthening integration with the business sector represent important opportunities for improving the position of the national higher education system in the international arena.

However, in the process of adapting foreign governance models to the conditions of Uzbekistan, certain institutional limitations should also be taken into account. In particular, the insufficient development of modern corporate governance practices in some private higher education institutions, the ongoing development stage of research infrastructure, and financial and organizational challenges in implementing international quality standards are considered the main weaknesses. In addition, increasing competition in the higher education services market, the risk of prioritizing commercial interests over educational quality, and the shortage of qualified academic

¹ Author's work

staff may negatively affect long-term development. Therefore, for the effective adaptation of international practices, it is necessary to establish an optimal balance between government regulation and university autonomy, strengthen quality assurance mechanisms, and gradually introduce a results-oriented governance system.

CONCLUSION AND SUGGESTIONS

The results of the study demonstrate that examining and adapting international experiences has significant strategic importance for the effective management of private higher education institutions. The U.S. experience highlights the effectiveness of university autonomy and corporate governance, the European model emphasizes the importance of quality assurance and social responsibility, while the Asian experience demonstrates the priority of innovation-driven development and integration with industry.

For the successful implementation of these practices in the context of Uzbekistan, it is necessary to develop an adapted governance model that considers national institutional characteristics. The integration of autonomy, quality assurance, financial sustainability, and strategic management mechanisms in private higher education institutions will contribute to enhancing the international competitiveness of the higher education system in the future.

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