

ADAPTIVE STRATEGY FOR MANAGEMENT OF UNIVERSITIES

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Abstract: *The article covers the criteria for incorporating adaptive quality management systems into the operations of higher education institutions. Researchers' modern approaches to the definition of the concept of "adaptive management" identify the theme "quality of the educational process in higher education" and indicate its key directions. Scientific principles and characteristics of the terms "Adaptive" and "Adaptive Management" are presented.*

Key words: *higher education institution, development strategy, adaptability, external environment, management model, adaptive management technology.*

It is the study of higher education institutions' (HEIs) management models and development plans, as well as identifying methodologies, technologies, and approaches for adapting to quickly changing environmental situations. A complete study technique allows for the analysis of existing higher educational institution growth plans as well as the production of recommendations for organizational and economic assistance to improve their responsiveness to external changes. This is a methodical way to substantiate the essence and kinds of higher education institutions' development plans, as well as the methods for adapting their operations to changes in the external environment. The concept of adaptive management of higher educational institutions is proposed to be considered as a synergistic combination of organizational principles in the process of applying effective methods, algorithms and management models to implement the most important directions for solving multifaceted problems of their adaptation. To ensure its effective operation and competitiveness in the educational services market, it should take into account changes in the external environment. The results of the study show that the process of continuous adaptation of a university to changes in the external environment requires the formation (clarification, improvement) of a mechanism for organizational and economic adaptation, the introduction of the ideology of adaptive management into general management of higher education

institution. Coordination of the systemic regulatory framework with the aims of modernising education

. Adaptive management should encompass all aspects of university management: operational, educational, scientific and technical, financial and investment, innovation, marketing, and people; they do not operate alone. The system for supporting a university's adaptation process should include the development of an action plan for its adaptation to external environmental problems, including appropriate organisational and economic adaptation measures, beginning with the mobilisation of students. All relevant competitive elements include financial, labour, and other retraining resources, etc.

Taking into account the principles of the adaptive management process, the scientific and methodological principles of organizing support for the adaptive management process in higher educational institutions take into account the specifics of educational activities and the need to forecast them for the medium and long term. Long-term perspective and ensures planning of adaptive management changes. Higher education institutions are on a long-term basis. The results of the implementation of an adaptive management strategy can be defined as a criterion for improving the quality of education; the individual educational result of a graduate can be defined as the ratio of the actual level of competencies acquired by him and the normative competencies determined by the organization for the educational specialty or normative educational documents for the specialty.

The factors that affect the features of existing and future external-environmental activities are continuously evolving. The most important are: informatization of society and digitalization of all spheres of life; the formation of market relations, including the transition of higher educational institutions (HEIs) to the logic of market work; reform of the country's economic complex; the formation of a knowledge economy, the reduction of the human factor in modern production; globalisation of economic relations and internationalisation of education.

Discretion and instability of working conditions require universities to constantly pay attention to current changes in the external environment. The development of technological progress, socio-economic relations in society and the associated increase in requirements for the qualifications of graduates, rapid changes in the labor market, the emergence of new professions require educational institutions to plan their activities and predict the future. approaches. economic complex of the country, region, specialists whose needs are highly compatible with the current and future needs of the

population and business entities, relevant knowledge in demand in the labor market. These environmental determinants require conscious decisions about the development strategy of higher education institutions and adaptation to new, rapidly changing working conditions. It has now become obvious that it is necessary to develop a strategy for the survival of higher education institutions in modern economic and social conditions. However, an analysis of practice shows that a number of methodological and practical issues arise, the solution of which will help improve the efficiency of higher education institutions in the educational services market. Methods for choosing a model for the activity of an educational institution are becoming especially relevant in the rapidly developing market of educational services and adaptive to its problems.

It consists in improving the scheme of organizational and economic support for the adaptation of universities to changes in the external environment; Determining the role and place of adaptive management technologies in the system of strategic management of a higher education institution. The purpose of this article is to analyze management models and development strategies of higher educational institutions, as well as the formation of adaptive methods, methods and technologies to the rapidly changing external environment in which they operate.

be considered as a process of creating conditions for the implementation of social requirements for high-quality, relevant knowledge obtained by graduates; their competencies in this process are compatible with the modern and future economy. . training; Corresponding changes in all structural divisions of a higher educational institution, taking into account their functions, main status, direct or indirect significance for the implementation of the adaptive goals and objectives of the organization; Socio-economic and institutional changes in society that increase people's need for knowledge. The concept of adaptive management of universities is proposed to be considered as a synergistic combination of patterns, organizational principles in the process of applying effective management methods, algorithms, and models of the most important directions for solving multifaceted adaptation problems in university can change the external environment to ensure the effectiveness of its activities and competitiveness in the educational services market. The process of continuous adaptation of universities to changes in the external environment requires the formation (clarification, improvement) of an organizational and economic adaptive mechanism, the introduction of a management ideology of adaptation into the general management system of universities, and coordination of the

regulatory framework in order to modernize the educational process. Higher education institutions must cover all subsystems of adaptive management: operational, educational, scientific and technical, financial and investment, innovation, marketing, personnel; they do not work separately. Considering the continuity and extremely high speed of change in the economy and society, the principles and technologies of adaptive management should become a permanent means of ensuring that an educational institution meets the requirements of the modern and future economy and its competitiveness in the educational services market services. Adaptation of universities to changes in the external environment should be the main (if not the main) task of each management function of the organization. Each part of the overall management structure has a role in implementing the institution's adaptive program. The defining feature of a modern adaptive organization can be the institution's marketing service. The organizational and economic mechanism should be considered as a set of interrelated elements that ensure the rapid restructuring of all subsystems of activity management institutions in order to achieve maximum efficiency in the context of ongoing or predicted changes in the external environment. This is a set of principles, tools and methods for making and implementing adaptive management decisions . The variety , diversity and complexity of the adaptation process require the development of an adaptive strategy for universities, which, in turn, requires the development of a concept for building an appropriate organizational and economic mechanism. The concept of the onboarding process must be based on a clearly defined goal and be based on sound and proven principles. it is necessary to determine how the adaptation system should work. The adaptation process is aimed at solving three main tasks: ensuring the viability and more stable development of the organization in the long term based on establishing a dynamic balance with the external environment; increase the level of competitiveness of universities in the educational services market.

Adapting a university to the needs of the external environment is a constant and long-term process that should eventually assure the university's competitiveness in regional and national educational service marketplaces, as well as its high status. , dynamic changes in the external environment, and the need to take into account the prospects for training specialists, it is necessary to carry out a systematic, continuous process of adaptation based on forecasts for the development of the external environment, which is a necessary principle of the strategy of a proactive educational institution.

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