

Opportunities for Innovative Organization of Projects and Integrated Planning in the Higher Education System

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Abstract. *This article is devoted to the method of improving the organizational and economic mechanism of management of the higher education system in the conditions of an innovative economy.*

Key words: *Educational institutions, planning, organization, development, correction, motivation.*

Introduction. Our country is actively working to increase the effectiveness of innovative projects from year to year. The Ministry of Higher Education, Science and Innovations of the Republic of Uzbekistan has launched the “Innovative Projects” program, which provides funding and support for the development of innovative projects and startups by students and professors. Similarly, the Academy of Sciences of Uzbekistan has established a number of scientific grants and programs that allow researchers to conduct advanced scientific research in various fields. A modern center for innovation and entrepreneurship has been established at Inha University in Tashkent. This center offers students educational programs, mentoring and funding opportunities that allow them to develop innovative projects and startups. Similarly, the Center for Entrepreneurship and Innovation has been launched at the University of World Economy and Diplomacy, creating a platform for students to develop business ideas and communicate with industry leaders.

In most emerging and developing countries, employers note the lack of sufficient professional skills and qualifications of employees hired by them, as well as the low innovative potential of highly educated personnel.

Innovative activity affects all aspects of society and is objectively becoming a systemic factor in the development of economic processes in new economic conditions. Accordingly, there is a need to apply a systematic approach to analyzing the specific features and characteristics of the impact of innovations on the economic foundations of society and the state, as well as to develop measures to optimize innovative activity.

Methods. The leader has a great influence on the effective functioning of an innovative team. He should strengthen the cohesion of the team with his leadership skills, constantly remind it of the goals of the project and the importance of their implementation, raise its morale and direct it to the highest results. At the same time, authoritarian or command-administrative leadership is not allowed. Because the status of a member of an innovative team is determined not by the high position in the hierarchy, the level of education, but by the value of the ideas put forward, the level of his creativity and the variability of thinking. For the effective implementation of innovative projects, it is necessary to avoid conflicts of interest in the team. Conflicts of material and personal interests can lead to the failure of innovative projects.

In the scientific views of T.Z. Teshaboev, we carry out expert assessments as a quantitative assessment of personnel evaluation in higher education. At the same time, 6-7 criteria are first established to determine the candidate's organizational qualities, such as:

- the ability to plan and organize work;
- professional qualifications;
- understanding of responsibility for the work performed;
- flexibility;
- the ability to quickly master innovation;
- diligence and efficiency.

Based on the above criteria, indicators for evaluating employees in higher educational institutions have been developed.

The creator of innovations has always been an individual. In this case, we need to consider the psychology of an individual from the point of view of his ability to innovate. Therefore, the main problem of the psychology of innovation is to theoretically and experimentally substantiate the mechanisms, forms and methods of studying the creative potential of an individual from the psychological side and to provide psychological comfort for effective innovative activity. We can assume that the talent for innovative activity or the ability to be enterprising is an innate trait that only some people have. Research methods. The dissertation used the methods of logic, comparative analysis, expert assessment, econometric analysis, and forecasting, observation, systematic analysis, induction and deduction, analysis and synthesis, SWOT analysis.

Results. Higher education institutions in Uzbekistan are working to empower students and faculty, providing them with the resources and support they need to conduct innovative projects and research. This includes funding opportunities, mentoring and training programs, and research and innovation grants (see Table 1).

Table 1. SWOT analysis of the higher education system in Uzbekistan¹

Strengths	Weaknesses
1. High geographical and natural potential of the territories where educational facilities are located; 2. Availability of various cultural, household and recreational services at educational facilities; 3. The presence of a growing real demand for the targeted use of educational services; 4. The government's special attention to the development of the educational services sector and its recognition as an investment; 5. Xavfsizlik nuqtai nazaridan mamlakatning tinch, osoyishtaligi va inson daxlsizligining ta'minlanganligi.	1. Inability to fully utilize the existing high potential in the field of education in our country and its regions; 2. Very low share of the education sector in the gross domestic product and employment of the Republic of Uzbekistan; 3. Low level of investment in the education sector; 4. Insufficient formation of the necessary infrastructure and clusters in the regions where educational services are located; 5. Disproportion of prices for educational services provided to the quality of services.
Opportunities	Threads
1. Development of the trend of development of the education market for the directions of socio-economic development of Uzbekistan and state programs and measures for the development of the education sector; 2. Increasing the investment climate and investment attractiveness of the education sector;	1. Changes in economic policy related to the global educational services market; 2. Increased competitiveness with the leading educational services market in the international market as a result of integration into international information systems; 3. Distribution of services and income among competitors as a result of the emergence of

¹ O.S.Qahhorov "Oliy ta'lim tizimida raqabatbardosh kadrlar tayyorlashning boshqaruv mexanizmini takomillashtirish (Buxoro va Navoiy viloyatlari misolida)" 08.00.05 – Xizmat ko'rsatish tarmoqlari iqtisodiyoti 08.00.13 – Menejment Iqtisodiyot fanlari doktori (DSc) dissertatsiyasi avtoreferati. Samarqand-2021

3. Opportunities for expanding the geography of educational services by regions; 4. Opportunities for creating new jobs through the launch of new capacities and the formation of branches. 5. Development of an organizational and economic mechanism for increasing competitiveness in the higher education services market; 6. Opportunities for improvement based on differentiated strategic planning at individually defined levels in the area of activity of each personnel	competitors; 4. Changes in the supply and demand factors in the global educational services market, changes in the price environment, constant changes in standards and requirements for providing quality services, etc. opportunities;
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According to statistics, the number of scientific researchers in Uzbekistan in 2021 was 30.3 thousand people. This is 15.2% more than in 2019 and 18.8% more than in 2020. Of these, 2,919 are doctors of science who have carried out scientific research, and 5,911 are candidates of science and doctors of philosophy (PhD). The number of basic doctoral students in the republic reached 3,880 people in 2021. This is more than 45% more than in 2020. The largest number of doctoral students falls on the city of Tashkent (1,557 people) and the Samarkand region (495).

Discussion. The number of employees engaged in research and development activities continues to grow during 2021-2023. The number of employees engaged in research and development activities, along with scientific and pedagogical activities, shows the following changes: in 2021, 221 employees were engaged in this activity, in 2022 - 23,287, and in 2023 - 22,935 employees. Although the highest figure was observed in 2022, a slight decrease was observed in 2023.

The number of employees involved in research and development activities in the higher education sector changed significantly during 2021-2023. Although there was an increase in the number of researchers and technical staff, there was a decrease in the number of assistants and other employees. The number of employees engaged in scientific and pedagogical activities reached its peak in 2022, but decreased in 2023.

In Uzbekistan, a total of 33,175 articles, 62,470 reports and abstracts of reports were published based on the results of scientific and innovative activities in 2017–2020. Almost 40% of the articles and more than 28% of the abstracts were published in the proceedings of international conferences. In the Scopus database, 1,520 articles were published by our scientists in 2019 and 3,520 in 2020. During this period, 1,292 articles that were excluded from the Scopus database were also published. It should be recognized that such situations occur mainly due to the fact that information about the requirements set by the editorial offices of Scopus journals does not reach the authors in full.

When developing annual comprehensive measures for the development of higher education institutions, it is recommended to conduct constant monitoring of the implementation mechanism of each plan established in it based on an innovative approach. A model is proposed that ensures the continuity of innovative development and monitoring in order to further optimize the implementation mechanism of the comprehensive plan of measures for higher education institutions.

Conclusion.

1. The establishment of the "Innovative Projects" program, which provides funding and support for the development of innovative projects and startups of professors and teachers in higher educational institutions, will serve to train a qualified and competitive workforce that can ensure economic growth and social progress in the country;
2. The lack of mechanisms for stimulating innovative projects, implementing comprehensive programs for their development and activity at the regional and sectoral levels, and supporting innovatively active business entities creates the need to carry out a number of works to support innovative projects;

3. Laboratories implementing scientific projects should be financed by state budgets, large production and service enterprises integrated with education, and charitable organizations;
4. It is necessary to scientifically study the methodology for improving the organizational and economic mechanism of higher education system management and formulate practical developments related to the main functions and tasks of HEIs;
5. In order to innovatively optimize the workload and distribution, it is necessary to further improve the formation of curricula for relevant educational areas using electronic platforms.

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