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RESEARCH, INNOVATION, RESULTS



**TOSHKENT DAVLAT
TRANSPORT UNIVERSITETI**

Tashkent state
transport university



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Main approaches to strategic planning of the activities of a higher educational institution

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Abstract: This article is devoted to the main approaches to strategic planning of the Tashkent State Transport University. The paper examines the key elements of strategic planning, including establishing the mission and vision of the university, analyzing the internal and external environment, setting specific goals, developing strategies and action plans, implementing and monitoring them, evaluating effectiveness and adapting to changes. The work also draws attention to the importance of adaptability and flexibility in planning so that the university remains relevant and ready for changes in the environment.

Keywords: strategic planning, analyzing the internal and external environment, social approaches, sustainability, monitoring and evaluation, adaptation, SWOT analysis.

Oliy ta'lim muassasi faoliyatini strategik rejalashtirishning asosiy yondashuvlari

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Annotatsiya Ushbu maqola Toshkent davlat transport universitetini strategik rejalashtirishning asosiy yondashuvlariga bag'ishlangan. Maqolada strategik rejalashtirishning asosiy elementlari, jumladan, universitetning missiyasi va qarashlarini belgilash, ichki va tashqi muhitni tahlil qilish, aniq maqsadlarni belgilash, strategiyalar va harakatlar rejalarini ishlab chiqish, ularni amalga oshirish va monitoring qilish, samaradorlikni baholash va o'zgarishlarga moslashish ko'rib chiqiladi. Ish shuningdek, universitet dolzarb va atrof-muhitdagi o'zgarishlarga tayyor bo'lib qolishi uchun rejalashtirishda moslashuvchanlik va moslashuvchanlikning muhimligiga e'tibor qaratadi.

Keywords: strategik rejalashtirish, ichki va tashqi muhitni, ijtimoiy yondashuvlarni, barqarorlikni tahlil qilish, monitoring va baholash, moslashtirish, tahlil qilish.

1. Kirish

“Strategik rejalashtirish” atamasi oliy ta'lim muassasini, jumladan universitet faoliyatini uzoq muddatli rejalashtirishni anglatadi. Boshqacha qilib aytganda, universitetni rivojlantirishga qaratilgan dasturlarni ishlab chiqish va amalga oshirishni majmuaviy ko'rinishidir. Chunki, universitet faoliyatini strategik rejalashtirish tizimli jarayon bo'lib, u ma'lum bir manfaatlarini, mavjud resurslarni hisobga olishni, maqsad va vazifalarni hamda ularga muvofiq dasturlarni shakllantirishni o'z ichiga oladi. Universitet faoliyati o'ziga xosligidan kelib chiqqan holda, strategik reja boshqaruv hujjati bo'lib hisoblanishi va quyidagi xususiyatlarni o'z ichiga olishi zarur [1-7].

1) universitetning ijtimoiy-iqtisodiy rivojlantirish maqsadlari (muhim bo'lgan eng ustuvor yo'nalishlarni aniqlash);

2) ko'zlangan maqsadlarga erishish yo'llari;

3) potensial imkoniyatlar;


4) mavjud resurslardan oqilona foydalanish usullari.

Oliy ta'lim muassasini faoliyatini strategik rejalashtirish bo'yicha turlicha qarashlar mavjud. Chunki, ta'lim muassasini strategik rejalashtirish dinamik jarayon bo'lib, rejalashtirish jarayonida kelajakdagi yutuqlarga katta e'tibor qaratish va tahlil qilishni talab qiladi. Shu bilan birga, ta'lim muassasini strategik rejasini ishlab chiqishda “iste'molchi” tushunchasining o'ta noaniqligi mavjud. Iste'molchi sifatida talabalar, ish beruvchilar, davlatni kiritish mumkin. Bu iste'molchilarning manfaatlari biznesdan farqli o'laroq, nafaqat turlicha, balki bir-biriga zid bo'lishi ham mumkin.

2. Metodologiya

Oliy ta'lim muassasi faoliyatini strategik rejalashtirishning asosiy yondashuvlari sifatida Toshkent davlat transport universiteti misolida ko'rib

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chiqamiza. Toshkent davlat transport universiteti faoliyatini strategik rejalashtirish quyidagi asosiy bosqichlardan tashkil topishi zarur [4]:

3. Universitetning joriy holat tahlili bosqichi.

Ushbu bosqichda universitet oldida tugan mumoamlardan kelib chiqib, bir qator ko'rsatkichlarni tahlilini amalga oshirish zarur:

- talabalarni o'zlashtirish darajasi;
- talabalarni universitet faoliyatidan qoniqish darajasi;
- professor-o'qituvchilarni ilmiy-tadqiqot ishlari ko'rsatkichlari;
- moliyaviy ko'rsatkichlari;
- univertitet tashkil tuzilmasi va ularning funksional majburiyatlari, o'zaro aloqalarini baholashi;
- universitetning jahon va milliy reytinglardagi o'rnini va ning jozibadorligi;
- hamkorlik aloqalarining mavjudligi;
- o'quv va ilmiy-tadqiqot bazalari, kutubxona va axborot resurslari, texnik bazaning mavjudligi va holatini;
- professor-o'qituvchilarning malakasi va malaka oshirish dasturlari mavjudligini;
- Talabalarni qo'llab-quvvatlash dasturlarining mavjudligi va samaradorligi;
- turli xil tadbirlar va klublarni mavjudligi. Yuqorida sanab o'tilgan ko'rsatkichlar tahlili, universitetni rivojlantirish strategiyasini ishlab chiqish uchun muhim yo'nalishlarni ochib beriga xizmat qiladi. Jumaldan, tahlil natijalari asosida universitet faoliyatini qaysi joyida muammolarni borligini ko'rsatish bilan birga, faoliyatni takomillashtirish uchun zaruriy dasturlar ishlab chiqishga imkon yaratadi.

4. Universitetning missiya va maqsadlarni aniqlash bosqichi.

Ikkinchi bosqichda universitet missiyasini belgilab olish zarur. Chunki, universitetning missiyasi uning asosiy maqsadi bo'lib, universitetning qadriyatlarini belgilaydi hamda ta'lim muassasasining faoliyati shu missiyaga soslanadi[3].

Universitetning maqsadlari esa o'z missiyasining bir qismi sifatida erishmoqchi bo'lgan aniq natijalardir.

Universitet missiyasi va maqsadlarni belgilashda quyidagi talablarga amal qilishi lozim:

- Universitetning missiyasi va maqsadlari barcha manfaatdor tomonlar, jumladan, talabalar, professor-o'qituvchilar, ma'muriya, umuman jamoatchilikka tushunarli bo'ladigan tarzda bayon etilishi kerak.
- Missiya va maqsadlar universitet xodimlari va talabalarini ilhomlantirishi, ularni yuqori natijalarga erishishga intilishga undashi kerak.
- Universitetning qadriyatlarini va uning ta'lim, tadqiqot va jamiyatga xizmat ko'rsatishda mukammallikka sodiqligini aks ettirishi kerak[4].
- Maqsadlar aniq va o'lchanadigan bo'lishi kerak.
- Universitetning maqsadlari mavjud resurslar va imkoniyatlar doirasida real va erishish mumkin bo'lishi kerak.
- Universitetning missiyasi va maqsadlari o'zgaruvchan sharoitlari va ehtiyojlariga moslashuvchan bo'lishi kerak.
- Universitetning missiyasi va maqsadlari universitetning uzoq muddatli rivojlanishiga, kelajakda uning barqarorligi va muvaffaqiyatiga hissa qo'shishga qaratilgan bo'lishi kerak.

Yuqorida keltirilgan talablar asosida ishlab chiqilgan missiya va maqsadlar universitetga o'z faoliyatini tashkil etish va rivojlantirish uchun samarali vosita sifatida foydalanish ikonini beradi [5].

5. Universitetning SWOT tahlili o'tkazish bosqichi.

Bu bosqichda universitetning kuchli va zaif tomonlarini, shuningdek, u duch keladigan imkoniyatlar va tahdidlarni aniqlash lozim. Bu strategik ustuvorliklar va takomillashtirish choralarini aniqlash imkonini beradi.

Universitetning kuchli va zaif tomonlarini, imkoniyatlar va tahdidlarni tahlil qilishda quyidagi savollarga jaob topish talab etiladi:

Kuchli tomonlarni aniqlash bo'yicha:

Akademik reputatsiya va ta'lim sifati.

Pedagogik kadrlar va ilmiy xodimlarning malakasi.

Keng qamrovli akademik dasturlar va tadqiqot imkoniyatlari.

Infratuzilmaning sifati (kutubxonar, laboratoriyalar, sport inshootlari).

Muvaffaqiyatli talabalar loyihalari va darsdan tashqari tadbirlar.

Kamchiliklarni aniqlash bo'yicha:

Moliyalashning etarli emasligi va cheklangan resurslar.

O'quv dasturlari va o'qitish texnologiyalarini yangilash darajasi past.

Talabalarining kasbiy tayyorgarligi va amaliyotiga yetarlicha e'tibor berilmamligi.

Talabalar va o'qituvchilarning xalqaro integratsiya va harakatlanligining past darajasi.

Ilmiy faoliyat va tadqiqotlar uchun cheklangan imkoniyatlar.

Imkoniyatlarni aniqlash bo'yicha:

Universitetga bo'lgan qiziqish ortishi orqali talabalar sonining ko'payishi.

Boshqa universitetlar va ilmiy tashkilotlar bilan hamkorlik aloqalarini o'rnatish imkoniyati kengligi.

Ta'lim va ilmiy tadqiqotni yaxshilash uchun yangi texnologiyalar va ta'lim yondashuvlarini joriy etish.

Xalqaro almashinuv va hamkorlik dasturlarini kengaytirish.

Universitetni rivojlantirish uchun moliyaviy va boshqa resurslar oshirish.

Tahdidni aniqlash bo'yicha:

Boshqa ta'lim muassasalarini mavjudligi va ularni raqobatbardoshligi.

Universitetni moliyalashtirish va akkreditatsiya qilishga salbiy ta'sir ko'rsatishi mumkin bo'lgan qonunchilik va ta'lim siyosatidagi o'zgarishlar.

Malakali kadrlar va o'qituvchilarning etishmasligi.

Talabalarining ijtimoiy imtiyozlari va ehtiyojlarining o'zgarishi.

Global inqirozlar yoki favqulodda vaziyatlar, masalan, pandemiya yoki iqtisodiy inqiroz.

Ushbu savollar asosida maga oshirilgan SWOT tahlil universitetga ta'lim bozorida o'z mavqeiini yaxshiroq tushunishga va raqobatbardoshligini yaxshilashga yordam beradi[6].

6. Universitetning uzoq muddatga mo'ljallagan strategiyani ishlab chiqish bosqichi.

Ushbu bosqichda strategiyani asosiy yo'nalishlarini tanlanishi lozim. Jumladan, o'quv dasturlari, ilmiy tadqiqot hamda talabalar hayoti, innovatsiyalar va texnologiyalar yo'nalishi bo'yicha dasturlar ishlab chiqilish lozim. Har bir yo'nalish bo'yicha aniq strategik tashabbuslarni belgilash, ya'ni yangi ta'lim texnologiyalarini joriy etish, xalqaro



almashinuvni rivojlantirish, innovatsion markazlarni yaratish va boshqalar.

Shu bilan birga, belgilangan maqsadlarga erishishni aks ettiruvchi ko'rsatkichlarni tanlash hamda har bir ko'rsatkich uchun maqsadlar va vaqt chegaralarni belgilash kerak. Shuningdek, strategiyani amalga oshirish uchun byudjetni rejalashtirish va resurslarni taqsimlash zarur.

Loyihalarni ishlab chiqishda talabalar, professor-o'qituvchilar, ma'muriyat a'zolari bilan munozaralar o'tkazish orqali ularni fikr va takliflarini hisobga olish maqsadga muvofiqdir [10,11].

Bu jarayon universitetga o'z maqsadlariga erishishga qaratilgan va uning missiyasi va qadriyatlariga mos keladigan samarali va moslashuvchan strategiyani ishlab chiqishga yordam beradi.

5.Maqsadlarga erishish uchun zarur harakatlar va tadbirlarni ishlab chiqish bosqichi.

Universitet strategiyasini aniqlagandan so'ng uni amalga oshirish bo'yicha aniq harakatlar va tadbirlarni ishlab chiqish kerak. Universitet rivojlantiriga qaratilgan strategiya o'z ichiga quyidagi tadbirlarni qamrab olishi kerak:

Xalqaro almashinuv va dasturlarini ishlab chiqish:

1. Yangi xalqaro ta'lim dasturlari va ingliz tili kurslarini yaratish.

2. Chet ellik talabalar uchun almashinuv dasturlari bo'yicha o'rinlar sonini ko'paytirish.

3. Xalqaro ta'lim tadbirlari va turli mamlakatlarning ta'lim mutaxassislari bilan uchrashuvlar o'tkazish.

Texnik infratuzilmani modernizatsiya qilish va ta'lim muhitini yaxshilash:

1. Zamonaviy o'qitish texnologiyalaridan foydalangan holda o'quv xonalari va laboratoriyalarni yangilash.

2. O'qituvchilar va talabalar o'rtasida masofaviy ta'lim va materiallar almashinuvi uchun onlayn platformalarni joriy etish.

3. O'qituvchilar uchun yangi ta'lim texnologiyalaridan foydalanish bo'yicha treninglar va seminarlar o'tkazish.

Iqtidorli yosh tadqiqotchilarni jalb qilish va qo'llab-quvvatlash:

1. Yosh olimlar va tadqiqotchilar uchun tanlovlar va stipendiya dasturlarini o'tkazish.

2. Talabalar ilmiy to'garaklari va loyihalarini tashkil etish va qo'llab-quvvatlash.

3. Talabalar va yosh tadqiqotchilar uchun ilmiy grantlar va stipendiyalarni moliyalashtirishni oshirish.

Marketingni yaxshilash va talabalarni jalb qilish:

1. Xorijiy talabalarni jalb qilish uchun yangi marketing materiallari va 35oorish kompaniyalarini ishlab chiqish.

2. Xalqaro ta'lim ko'rgazmalari va yarmarkalarida ishtirok etish.

3. Xorijiy talabalar uchun kampus va ta'lim dasturlari bo'ylab virtual sayohatlar yaratish.

Talabalarni qo'llab-quvvatlash tizimini ishlab chiqish:

1. Talabalar, ayniqsa xalqaro talabalar uchun akademik yordam va repetitorlik dasturlarini kengaytirish.

2. Karyera rivojlantirish va talabalarni amaliyot va ish topishda qo'llab-quvvatlash markazini yaratish.

3. Xorijiy talabalarining yashash sharoitlari va moslashuvini yaxshilash, shu jumladan vizalar va uy-joy olishda yordam berish.

Ushbu tashabbuslarning har birida ularni amalga oshirish uchun bajarilishi kerak bo'lgan aniq harakatlar mavjud. Ular universitetning turli bo'limlari va guruhlari o'rtasida taqsimlanishi mumkin va har bir faoliyat

muvofiqlashtirish va monitoring qilish uchun mas'ul shaxs yoki guruhga topshirilishi kerak [4, 9].

7. Natijalar

Strategiyaning amalga oshirilishini monitoring qilish va baholash.

So'ngi bosqich universitetning to'g'ri yo'nalishda harakatlanishini ta'minlash uchun strategiyani amalga oshirilishini monitoring qilish va baholash tizimini yaratish va zarurat tug'ilganda strategiyaga tuzatishlar kiritish imkoniyatini yaratadi. Ushbu imkoniyatdan to'g'ri foydalanish uchun quyidagi jarayonlarni amalga oshirish maqsadga muvofiqdir:

Asosiy samaradorlik ko'rsatkichlarini (KPI) belgilash: strategik maqsadlar erishish uchun aniq ko'rsatkichlarni belgilash. Ushbu ko'rsatkichlar maqsad va loyihalarga mos kelishi kerak.

Ma'lumotlar yig'ish tizimini ishlab chiqish: KPIlarni baholash uchun zarur bo'lgan ma'lumotlarni to'plash mexanizmlarini yaratish. Bu sifat va miqdoriy ma'lumotlarni to'plash uchun anketalar, so'rovlar, 35oorish35c hisobotlar va boshqa vositalardan foydalanishni o'z ichiga olishi mumkin [9].

Muntazam monitoring: strategik maqsadlarga erishilayotganligini aniqlash uchun ma'lum bir davr oralig'ini monitoring olib 35oorish. Maqsadlarning xususiyatiga qarab, bu choraklik, yarim yillik yoki yillik monitoring bo'lishi mumkin.

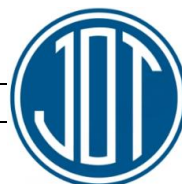
Natijalarni tahlil qilish: tendentsiyalarni aniqlash uchun ma'lumotlarini tahlil qilish. Belgilangan ko'rsatkichlar bo'yicha erishilgan natijalarni baholash, shuningdek, oldingi davrlar bilan qiyosiy tahlil qilish.

Muammolarni aniqlash: strategiyani amalga oshirishda belgilangan ko'rsatkichlardan og'ishlar yuzaga kelganda rejalarini tuzatish, resurslarni qayta taqsimlash yoki vazifalarni bajarishga yondashuvlarni o'zgartirish [11,12].

Strategiyani yangilab turish: universitet strategiyasini vaqti-vaqti bilan qayta ko'rib chiqi va zarur hollarda yangilash. Bu strategiyani o'zgaruvchan sharoit va ehtiyojlarga moslashishga, shuningdek, uning dolzarbligi va samaradorligini saqlab qolishga imkon beradi.

8. Xulosa

Toshkent Davlat Transport universiteti faoliyatini strategik rejalashtirishning asosiy yondashuvlari har tomonlama va istiqbolli hisoblanadi. Ular universitet faoliyatining turli jihatlarini, shu jumladan akademik, tadqiqot, moliyaviy va infratuzilmani rivojlantirishni o'z ichiga oladi. Universitetning hozirgi holatini tahlil qilish, aniq vazifalar va maqsadlarni belgilash, SVOT tahlillarini o'tkazish, uzoq muddatli strategiyalarni ishlab chiqish va aniq harakatlarni amalga oshirish orqali universitet o'zining raqobatbardosh mavqeini oshirish, ta'lim va tadqiqot sifatini oshirish va samarali foydalanishni maqsad qilgan.uning resurslari. Ushbu yondashuvlar universitetning doimiy takomillashtirish va uzoq muddatli barqaror rivojlanishga sodiqligini ta'kidlaydi.



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