

**O‘ZBEKISTON RESPUBLIKASI MAKTABGACHA VA MAKTAB
TA’LIMI VAZIRLIGI HUZURIDAGI IXTISOSLASHTIRILGAN TA’LIM
MUASSASALARI AGENTLIGI YANGI O‘ZBEKISTON UNIVERSITETI
QOSHIDAGI IQTISODIYOT FANLARI BO‘YICHA FALSAFA DOKTORI
ILMIY DARAJASINI BERUVCHI PhD.03/07.07.2025.I.192.02 RAQAMLI
ILMIY KENGASH**

YANGI O‘ZBEKISTON UNIVERSITETI

MAMAJONOVA MUXLISAXON MUZAFFAR QIZI

**OLIY TA’LIM MUASSASALARINING XALQARO REYTING
KO‘RSATKICHLARINI OSHIRISHNING STRATEGIK BOSHQARUV
MEXANIZMLARI**

08.00.13 – Menejment

**Iqtisodiyot fanlari bo‘yicha falsafa doktori (PhD) dissertatsiyasi
AVTOREFERATI**

Toshkent – 2026

**Iqtisodiyot fanlari bo‘yicha falsafa doktori (PhD)
dissertatsiyasi avtoreferatining mundarijasi**

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KIRISH (falsafa doktori (PhD) dissertatsiyasi annotatsiyasi)

Dissertatsiya mavzusining dolzarbligi va zarurati. Jahonda global integratsiya jarayonlarining jadallashuvi, bilimga asoslangan iqtisodiyotning shakllanishi hamda xalqaro maydondagi raqobatning kuchayishi sharoitida barqaror iqtisodiy-ijtimoiy taraqqiyotni ta'minlashda zamonaviy bilim va malakaga ega bo'lgan, raqobatbardosh inson kapitalini tayyorlashga yo'naltirilgan oliy ta'lim tizimining roli va ahamiyati tobora ortib bormoqda. Jahon banki hisobotlarida ta'kidlanganidek, bugungi kunda oliy ta'lim muassasalari inson kapitalini rivojlantirish, demokratik va inklyuziv jamiyatni shakllantirish hamda fan va innovatsiyalarga asoslangan iqtisodiy taraqqiyot modelini rivojlantirishda muhim strategik institutlar sifatida namoyon bo'lmoqda¹. Shu nuqtai nazardan, oliy ta'lim muassasalarining samaradorligi nafaqat ta'lim sifati, balki ilmiy tadqiqotlar natijalari, innovatsion salohiyati va strategik boshqaruv darajasi bilan ham belgilanmoqda.

So'nggi yillarda THE World University Rankings, QS World University Rankings va Academic Ranking of World Universities (ARWU) kabi xalqaro reyting tizimlari oliy ta'lim muassasalarining ta'lim va ilmiy faoliyati sifati, ilmiy iqtiboslilik darajasi, xalqaro hamkorlik ko'lami hamda institutsional boshqaruv samaradorligini baholovchi muhim global indikatorlar tizimiga aylandi. Ushbu reytinglar universitetlarning global akademik makondagi o'rnini belgilash bilan birga, davlat siyosatini shakllantirish, resurslarni taqsimlash va oliy ta'lim tizimini rivojlantirishga oid strategik qarorlar qabul qilish jarayoniga bevosita ta'sir ko'rsatmoqda. Shu bois, oliy ta'lim muassasalarining xalqaro reyting ko'rsatkichlarini oshirish masalasi tasodifiy yoki qisqa muddatli tashabbuslar doirasida emas, balki puxta ishlab chiqilgan va tizimli strategik boshqaruv mexanizmlari asosida hal etilishini talab etmoqda.

Yangi O'zbekistonda zamonaviy tarkibiy tuzilmaga ega bo'lgan, raqobatbardosh iqtisodiyotni barpo etish hamda aholi farovonligini oshirishda ta'lim, jumladan, oliy ta'lim tizimi salohiyatidan keng foydalanishga alohida e'tibor qaratilmoqda. O'zbekiston Respublikasi Prezidentining Oliy Majlisga Murojaatnomasida ta'kidlanganidek, "Shu yurtda yashayotgan har bir insonning tinch va baxtli hayot kechirishi, uning sog'lig'i joyida bo'lishi, yaxshi ta'lim olishi, oilasini tebratishi uchun qanday sharoit kerak bo'lsa, hammasini yaratib berishga harakat qilyapmiz va bu yo'ldan aslo to'xtamaymiz. Ta'lim sifatini oshirish – Yangi O'zbekiston taraqqiyotining yakka-yu yagona to'g'ri yo'lidir"² Oliy ta'lim tizimini takomillashtirish bo'yicha olib borilayotgan islohotlar natijasida oliy ta'lim muassasalariga akademik, tashkiliy-boshqaruv va moliyaviy mustaqillik berish, ilmiy tadqiqot natijalarini tijoratlashtirish, mehnat bozori talablariga mos yangi ta'lim yo'nalishlari va mutaxassisliklarini joriy etish, shuningdek, xalqaro hamkorlikni kengaytirish imkoniyatlari yaratildi.

¹ World Bank. *Education Overview*. – <https://www.worldbank.org>

² O'zbekiston Respublikasi Prezidenti Shavkat Mirziyoyevning Oliy Majlis va O'zbekiston xalqiga Murojaatnomasi. 2022-yil 21-dekabr. - <https://gov.uz/uz/news/view/36090>

Biroq amaliyot tahlili shuni ko'rsatadiki, ko'plab oliy ta'lim muassasalarida xalqaro reyting ko'rsatkichlarini oshirish jarayoni hali-hanuz fragmentar ya'ni tizimli bo'lmagan yondashuvlar, alohida indikatorlarni qisqa muddatda yaxshilashga qaratilgan choralar bilan cheklanib qolmoqda. Bu esa reytinglarda barqaror va uzoq muddatli o'sishni ta'minlaydigan institutsional va strategik boshqaruv mexanizmlarining yetarli darajada shakllanmaganligini ko'rsatadi. Shu munosabat bilan oliy ta'lim muassasalarining xalqaro reyting ko'rsatkichlarini oshirishga yo'naltirilgan strategik boshqaruv mexanizmlarini nazariy va amaliy jihatdan kompleks tadqiq etish, ularni milliy oliy ta'lim tizimi sharoitiga moslashtirish hamda amaliyotga joriy etish dolzarb ilmiy vazifalardan biri hisoblanadi.

O'zbekiston Respublikasi Prezidentining 2020-yil 6-noyabrdagi PF-6108-son "O'zbekistonning yangi taraqqiyot davrida ta'lim-tarbiya va ilm-fan sohalarini rivojlantirish chora-tadbirlari to'g'risida", 2019-yil 8-oktabrdagi PF-5847-son "O'zbekiston Respublikasi oliy ta'lim tizimini 2030-yilgacha rivojlantirish konsepsiyasini tasdiqlash to'g'risida", 2019-yil 11-iyuldagi PF-5763-son "Oliy va o'rta maxsus ta'lim sohasida boshqaruvni isloh qilish chora-tadbirlari to'g'risida"gi farmonlari, 2021-yil 24-dekabrda PQ-60-son "Davlat oliy ta'lim muassasalarining akademik va tashkiliy-boshqaruv mustaqilligini ta'minlash bo'yicha qo'shimcha chora-tadbirlar to'g'risida", 2021-yil 24-dekabrda PQ-61-son "Davlat oliy ta'lim muassasalariga moliyaviy mustaqillik berish chora-tadbirlari to'g'risida", 2019-yil 11-iyuldagi PQ-4391-son "Oliy va o'rta maxsus ta'lim tizimiga boshqaruvning yangi tamoyillarini joriy etish chora-tadbirlari to'g'risida"gi qarorlari hamda sohaga oid boshqa me'yoriy hujjatlarda belgilangan vazifalarni amalga oshirishda mazkur dissertatsiya ishi muayyan darajada xizmat qiladi.

Tadqiqotning respublika fan va texnologiyalari rivojlanishining ustuvor yo'nalishlariga mosligi. Dissertatsiya tadqiqoti respublika fan va texnologiyalar rivojlanishining "Demokratik va huquqiy jamiyatni ma'naviy-axloqiy va madaniy rivojlantirish, innovatsion iqtisodiyotni shakllantirish" ustuvor yo'nalishiga muvofiq bajarilgan.

Muammoning o'rganilganlik darajasi. Oliy ta'lim muassasalarining xalqaro reytinglardagi o'rnini yaxshilash, ularning global akademik maydondagi raqobatbardoshligini ta'minlash hamda reyting ko'rsatkichlariga yo'naltirilgan strategik boshqaruv mexanizmlarini joriy etish bilan bog'liq muammolarni tadqiq etish bugungi kunda dolzarb ilmiy masalalardan biriga aylandi. Bu borada xorijiy va mahalliy olimlar tomonidan qator ilmiy tadqiqotlar olib borilmoqda. Xususan, oliy ta'lim muassasalarida strategik boshqaruvni takomillashtirish, universitetlar faoliyatining samaradorligini oshirish hamda xalqaro universitet reytinglarining metodologik asoslari E. Hazelkorn, S. Marginson, P. Altbach, J. Salmi, B. Kehm, J.-C. Shin kabi olimlar tomonidan tadqiq etilgan³.

³ Hazelkorn, E. Rankings and the Reshaping of Higher Education. London: Palgrave Macmillan, 2015., Marginson, S. Higher Education and the Common Good. Melbourne: Melbourne University Publishing, 2017., Altbach, P.G. Global Perspectives on Higher Education. Baltimore: Johns Hopkins University Press, 2016., Kehm, B.M., & Shin,

Oliy ta'lim muassasalari boshqaruvining institutsional va tashkiliy tuzilmasini takomillashtirish, universitetlarning globalashuv sharoitidagi transformatsiyasi hamda "University 3.0" va "University 4.0" modellari asosida rivojlanishi masalalariga oid ilmiy tadqiqotlar R. Barnett, B. Clark, E. Sengupta, P. Blessinger, G. Kovbts, O.B. Suxorukova, N.V. Kozlovskix, Ye.D. Koryagina kabi nufuzli xorijiy olimlar tomonidan o'rganilgan⁴.

Oliy ta'lim muassasalari boshqaruvi faoliyatining samaradorligini ta'minlash, ilmiy-tadqiqot faoliyatini boshqarish, xalqaro hamkorlikni rivojlantirish hamda reyting indikatorlariga ta'sir etuvchi omillar J. Pounder, O.S. Al-Deikah, S.N. Olimat, S.V. Nazyuta, I.V. Pivovarov va boshqa tadqiqotchilarning ilmiy ishlarida yoritilgan⁵.

Oliy ta'lim muassasalarini boshqarish va moliyalashtirish, ularning rivojlanish strategiyalarini shakllantirish hamda boshqaruv mexanizmlarini takomillashtirish masalalari o'zbekistonlik olimlar — M.X. Saidov, S.M. Buzrukxonov, O.S. Qahhorov, A.A. Mahmudov, N.J. Sotvoldiyev, A.B. Sherov, Sh. Qurbonov va N. Achilov, X.Umarovalarning ilmiy izlanishlarida o'z ifodasini topgan⁶.

Mazkur ilmiy izlanishlar oliy ta'lim muassasalarini boshqarishning nazariy-metodologik asoslarini takomillashtirishda muhim ahamiyat kasb etishiga qaramasdan, yangi universitetlar sharoitida xalqaro reyting ko'rsatkichlariga

J.C. "The Impact of University Rankings on Higher Education Policy in Europe." *Higher Education*, 63(1), 2012, 141–157.

4 Barnett, R. *Being a University*. London: Routledge, 2011., Clark, B.R. *Creating Entrepreneurial Universities: Organizational Pathways of Transformation*. Oxford: Pergamon, 1998., Sengupta, E., Blessinger, P. and Nezaami, N. (2022), "Introduction to Governance and Management in Higher Education", Sengupta, E., Blessinger, P. and Nezaami, N. (Ed.) *Governance and Management in Higher Education (Innovations in Higher Education Ta'lim berish sifati (Teaching) and Learning, Vol. 43)*, Emerald Publishing Limited, Bingley, pp. 3-11. <https://doi.org/10.1108/S2055-364120220000043001>, Gergely Kovbts. The change of organizational structure of higher education institutions in Hungary: a contingency theory analysis. *International Review of Social Research* 2018; 8(1): 74–86. <https://doi.org/10.2478/irsr-2018-0009>, Сухорукова О.Б. Совершенствование организационной структуры управления высшим учебным заведением в условиях применения процессного подхода. Диссер.на соис. ученой степени доктора эконом. наук. Новосибирск, 2010 г., 195 с., Козловских Н.В. Совершенствование системы стратегического управления в высших учебных заведениях: диссертация ... кандидата экономических наук: 08.00.05 / Козловских Наталья Васильевна. - Москва, 2009.- 185 с. Корягина Е.Д. Совершенствование механизмов управления развитием высшего образования в России. Диссер.на соис. ученой степени доктора эконом. наук. Москва, 2022 г., 169 с.

⁵ James Pounder. *Organizational Effectiveness in Higher Education*. April 2022. *Educational Management & Administration* Al-Deikah, O.S., Olimat, S.N. (2020). The role of university administration in 37 developing scientific research for faculty members in the universities of northern 38 Jordan from their point of view. *Journal of the Islamic University of Educational 39 and Psychological Studies*, 28 (4), 793-819., Назюта С.В. Развитие методического инструментария управления коммерциализацией результатов интеллектуальной деятельности организаций (на примере высших учебных заведений). Диссер.на соис. ученой степени доктора эконом. наук. Москва, 2022 г., 176 с.

⁶ Saidov M.X. Oliy ta'lim tizimida moliyaviy boshqaruv: o'quv qo'llanma /M.X.Saidov. – T.: «Tafakkur-Bo'stoni», 2011. 432 b., Buzrukxonov S.M. Innovatsion iqtisodiyotga o'tish sharoitida oliy ta'limni moliyalashtirishni takomillashtirish. i.f.d. ilmiy darajasini olish uchun yozilgan avtoreferat. – Toshkent, 2022. – 38 b., Qahhorov O.S. Ta'lim muassasalari boshqaruvining samaradorligini baholashdagi yondashuvlar va usullar. "Iqtisodiyot va innovatsion texnologiyalar" ilmiy elektron jurnali. № 1, yanvar-fevral, 2017-y., Maxmudov A.A. Oliy ta'lim muassasalarida moliyaviy resurslari boshqarish mexanizmini takomillashtirish. Dissertatsiya avtoreferati. - T.: IMPRESS MEDIA, 2019-y., Sotvoldiev N.J. Oliy ta'lim muassasasini boshqarish – iqtisodiy diagnostika obyekti sifatida // "Iqtisodiyot va innovatsion texnologiyalar" ilmiy elektron jurnali. № 4, iyul-avgust, 2020-y., Sherov, A. (2019). Reforms in the system of higher education and their impact on financial stability. *International Finance and Accounting*, 2019(3), 21. Umarova X.U. Oliy ta'lim muassasalarida zamonaviy boshqaruv mexanizmlarini joriy etish: iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi. — Toshkent, 2022.

yo‘naltirilgan strategik boshqaruv mexanizmlarini tizimli ravishda shakllantirish, reyting indikatorlarini institutsional boshqaruv tizimiga integratsiya qilish, benchmarking va gap analysis yondashuvlari asosida rivojlanish strategiyalarini ishlab chiqish masalalari ilmiy adabiyotlarda yetarli darajada kompleks yoritilmagan. Mazkur holat ushbu dissertatsion tadqiqotda ko‘rib chiqilgan tizimli muammolar va ularni bartaraf etish bo‘yicha ishlab chiqilgan ilmiy taklif hamda amaliy tavsiyalarning dolzarblilik darajasini yanada oshiradi.

Dissertatsiya mavzusining dissertatsiya bajarilgan oliy ta‘lim muassasasi ilmiy tadqiqot ishlari rejalari bilan bog‘liqligi. Dissertatsiya ishi “Oliy ta‘lim muassasalarining xalqaro reyting ko‘rsatkichlarini oshirishning strategik boshqaruv mexanizmlari” mavzusidagi ilmiy-tadqiqot loyihasi doirasida bajarilgan.

Tadqiqotning maqsadi oliy ta‘lim muassasalarining xalqaro reyting ko‘rsatkichlarini oshirishga yo‘naltirilgan strategik boshqaruv mexanizmlarini takomillashtirish bo‘yicha ilmiy va amaliy tavsiyalar ishlab chiqishdan iborat.

Tadqiqotning vazifalari:

xalqaro universitet reytinglarining (THE, QS, ARWU) nazariy va metodologik asoslarini tizimli o‘rganish hamda ularning oliy ta‘lim tizimi rivojlanishiga ta‘sirini tahlil qilish;

yangi tashkil etilgan va tez rivojlanayotgan universitetlarning xalqaro reytinglardagi muvaffaqiyatli tajribasini o‘rganish va benchmarking asosida qiyosiy tahlil o‘tkazish;

Yangi O‘zbekiston Universitetining mavjud faoliyat ko‘rsatkichlarini xalqaro reyting mezonlari bilan solishtirish hamda “gap analysis” asosida rivojlanish bo‘shliklarini aniqlash;

universitetning xalqaro reytinglarga kirishini ta‘minlashga qaratilgan SMART mezonlariga asoslangan strategik KPI tizimini ishlab chiqish;

ilmiy faoliyat, xalqaro hamkorlik va akademik nufuzni oshirishga qaratilgan reputatsiyani boshqarish mexanizmlarini (Reputation Management Framework) taklif etish;

Yangi O‘zbekiston Universitetining xalqaro reytinglarga kirishini ta‘minlashga qaratilgan 2025–2030-yillarga mo‘ljallangan strategik yo‘l xaritasini ishlab chiqish;

reyting ko‘rsatkichlari va indikatorlarini muntazam monitoring qilish, tahlil etish va boshqarish uchun maxsus tashkiliy tuzilma – Rankings & Institutional Research Office (Reytinglar va Institutsional tadqiqot ofisi) modelini ishlab chiqish va uning funksional mexanizmlarini asoslash;

Yangi O‘zbekiston Universiteti tajribasi asosida uni boshqa oliy ta‘lim muassasalarida qo‘llash imkoniyatlarini asoslash hamda ilmiy taklif va amaliy tavsiyalar ishlab chiqish.

Tadqiqotning obyekti sifatida Yangi O‘zbekiston Universitetining xalqaro reytinglarda ishtirokini ta‘minlashga qaratilgan boshqaruv jarayonlari va mexanizmlari olingan.

Tadqiqotning predmetini universitetlarning xalqaro reytinglarda samarali ishtirokini ta'minlovchi strategik boshqaruv mexanizmlari, indikatorlar tizimi va KPI asoslari tashkil etadi.

Tadqiqotning usullari. Tadqiqot jarayonida ilmiy abstraksiya, umumlashtirish va rasmiy-mantiqiy tahlil, tizimli yondashuv, bibliografik va vaziyatli tahlil (case study), tasniflash va guruhlash, benchmarking, gap analysis, ekspert baholash, so'rovnomma (anketa), statistik va bibliometrik tahlil, iqtisodiy-matematik usullar (korrelyatsion va regressiya tahlillari, trend va prognozlash), modellash va hamda boshqa zamonaviy ilmiy-uslubiy yondashuvlardan foydalanilgan.

Tadqiqotning ilmiy yangiligi quyidagilardan iborat:

Oliy ta'lim muassasalarini strategik boshqarish tizimi THE World University Rankings metodologiyasi indikatorlariga tayangan holda universitet faoliyatini ta'lim, ilmiy-tadqiqot va innovatsion yo'nalishlar kesimida baholashni nazarda tutuvchi indikatorli strategik boshqaruv arxitekturasini takomillashtirildi;

THE, QS va ARWU xalqaro universitet reytinglari metodologiyalarida qo'llaniladigan indikator tarkibi va og'irlik koeffitsiyentlarining institutsional jihatdan farqlanishi universitetlarning reytingga yo'naltirilgan strategik xulq-atvorini turlicha shakllantirishi aniqlanib, mazkur farqlarni hisobga olgan holda ta'lim, ilmiy-tadqiqot va innovatsion faoliyat ustuvorliklarini qayta belgilashga qaratilgan reyting-spetsifik boshqaruv qarorlarini ishlab chiqishni nazarda tutuvchi ilmiy yondashuvni takomillashtirish taklifi asoslandi.

THE World University Rankings indikatorlari kesimida yangi (≤ 50 yil) va an'anaviy (> 100 -yil) universitetlar ko'rsatkichlarining o'rtacha qiymatlarini taqqoslash natijasida yangi universitetlarda ta'lim berish sifati ($-10,2$ foiz) va ilmiy tadqiqotlar ($-8,3$ foiz) indikatorlaridagi nisbiy past ko'rsatkichlar ilmiy iqtiboslanish darajasi ($+8,5$ foiz) hamda xalqaro ko'rinish ($+8,1$ foiz) indikatorlari bo'yicha ustun natijalar bilan muvozanatlanishi aniqlanib, ushbu indikatorlar o'rtasidagi muvozanatni hisobga oluvchi reytingga yo'naltirilgan strategik boshqaruv yondashuvini takomillashtirish taklifi asoslandi;

Oliy ta'lim muassasalarida THE World University Rankings metodologiyasining asosiy bloklarini (tadqiqot sifati, tadqiqot muhiti, ilmiy iqtiboslanish darajasi, ta'lim berish sifati, xalqaro ko'rinish va sanoat bilan hamkorlik daromadi) institutsional vazifalar kesimida parchalash orqali har bir indikator uchun aniq KPIlar, o'lchov birliklari, mas'ul tuzilmalar va monitoring davriyligini qamrab olgan reytingga yo'naltirilgan KPI tizimi shakllantirilib, ushbu KPIlarni raqamli reyting monitoringi vositasida strategik boshqaruv qarorlari bilan bog'lashga asoslangan boshqaruv arxitekturasini takomillashtirildi.

Tadqiqotning amaliy natijalari quyidagilardan iborat:

Qiyosiy tahlil va rivojlanish bo'shliqlarini aniqlash modeli (Benchmarking–Gap Analysis) Yangi O'zbekiston Universitetining xalqaro reytinglar bo'yicha mavjud holatini baholash, rivojlanish bo'shliqlarini aniqlash va ustuvor strategik yo'nalishlarni belgilashda amaliy tahliliy vosita sifatida ishlab chiqilgan hamda

yosh universitetlar uchun reyting strategiyasini asoslashda foydalanish mumkinligi ko'rsatib berilgan;

THE metodologiyasiga moslashtirilgan integratsiyalashgan strategik ko'rsatkichlar tizimi (SMART-KPI) oliy ta'lim muassasalarida reyting ko'rsatkichlarini universitet, fakultet va bo'limlar kesimida monitoring qilish, natijadorlikni baholash hamda boshqaruv qarorlarini qabul qilishda tayyor amaliy mexanizm sifatida taklif etilgan;

Universitet nufuzini boshqarish modeli (Reputation Management Framework) xalqaro hamkorlikni kengaytirish, xorijiy professor-o'qituvchilarni jalb etish, ilmiy nashrlar sifati va xalqaro talabalar ulushini oshirish orqali universitet nufuzini tizimli boshqarishga xizmat qiluvchi amaliy konseptual yechim sifatida ishlab chiqilgan;

2030-yilgacha mo'ljallangan strategik rivojlanish yo'l xaritasi Yangi O'zbekiston Universiteti hamda boshqa yangi universitetlar uchun xalqaro reytinglarga kirish jarayonini bosqichma-bosqich rejalashtirish, resurslarni ustuvor yo'nalishlarga yo'naltirish va natijalarni monitoring qilishda amaliy qo'llanma sifatida foydalanish imkonini beradi;

Reytinglar va institutsional tadqiqotlar bo'limi (Ranking & Institutional Research Office) modeli universitetlarda reyting indikatorlarini doimiy monitoring qilish, ma'lumotlarni tahlil etish va strategik qarorlarni ma'lumotlarga asoslangan holda qabul qilishni ta'minlovchi amaliy tashkiliy mexanizm sifatida ishlab chiqilgan;

Raqamli reytinglar monitoringi paneli – DRD (Digital Ranking Dashboard) reyting indikatorlari bo'yicha real vaqt rejimida monitoring, prognozlash va erta ogohlantirish imkonini beruvchi amaliy raqamli boshqaruv platformasi sifatida taklif etilgan hamda oliy ta'lim muassasalarida ma'lumotlarga asoslangan boshqaruv tamoyillarini joriy etishga xizmat qilishi asoslangan.

Tadqiqot natijalarining ishonchliligi tadqiqotni amalga oshirish jarayonida qo'llanilgan yondashuv va usullarning maqsadga muvofiqligi, ma'lumotlarning rasmiy manbalardan, jumladan, O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligi, O'zbekiston Respublikasi Maktabgacha va maktab ta'limi vazirligi hamda oliy ta'lim tashkilotlarining statistik ma'lumotlaridan foydalanilgani, keltirilgan tahlil natijalarining iqtisodiy-matematik usullar vositasida asoslangani, shuningdek, ishlab chiqilgan xulosa va amaliy tavsiyalarning vakolatli tashkilotlar hamda oliy ta'lim muassasalari faoliyatida amaliyotga joriy etilgani bilan belgilanadi.

Tadqiqot natijalarining ilmiy va amaliy ahamiyati. Tadqiqot natijalarining **ilmiy ahamiyati** shundan iboratki, dissertatsiyada oliy ta'lim muassasalarining xalqaro reytinglarda, xususan THE xalqaro universitetlar reytingida, ishtirokini ta'minlash masalalari strategik boshqaruv nuqtai nazaridan kompleks yondashuv asosida tahlil qilingan. Ishlab chiqilgan qiyosiy tahlil va rivojlanish bo'shliqlarini aniqlash modeli, integratsiyalashgan asosiy ko'rsatkichlar tizimi, universitet nufuzini boshqarish modeli hamda reytingga yo'naltirilgan boshqaruv arxitekturasi oliy ta'lim muassasalarida reyting ko'rsatkichlarini institutsional darajada

boshqarishning nazariy-uslubiy asoslarini kengaytiradi hamda kelgusida yangi va rivojlanayotgan universitetlarda reytingga yo'naltirilgan boshqaruv mexanizmlarini takomillashtirishga bag'ishlangan ilmiy tadqiqotlarni amalga oshirishda foydalanish imkonini beradi.

Tadqiqot ishining amaliy ahamiyati shundan iboratki, uning natijalaridan oliy ta'lim muassasalarining xalqaro reyting ko'rsatkichlarini oshirish bo'yicha strategik qarorlar, dasturlar, siyosatlar, yo'l xaritalari va chora-tadbirlar rejalarini ishlab chiqish hamda ularni amalga oshirish jarayonida foydalanish mumkin. Tadqiqotda taklif etilgan 2030-yilgacha mo'ljallangan strategik rivojlanish yo'l xaritasi, reytinglar va institutsional tadqiqotlar bo'limi modeli hamda raqamli reytinglar monitoringi paneli universitetlar boshqaruvi amaliyotida joriy etilishi mumkin. Shuningdek, dissertatsiya natijalaridan "Strategik boshqaruv", "Universitet menejmenti", "Ta'lim siyosati va reyting tizimlari" fanlari bo'yicha darsliklar, o'quv qo'llanmalar va metodik tavsiyalar tayyorlashda foydalanish imkoniyati mavjud.

Tadqiqot natijalarining joriy qilinishi. Mazkur dissertatsiya doirasida ishlab chiqilgan ilmiy taklif va amaliy tavsiyalar asosida quyidagi natijalar amaliyotga joriy etildi:

oliy ta'lim muassasalarini strategik boshqarish tizimini THE World University Rankings metodologiyasi indikatorlariga tayangan holda takomillashtirish bo'yicha ishlab chiqilgan indikatorli strategik boshqaruv arxitekturasida universitet faoliyatini ta'lim, ilmiy-tadqiqot va innovatsion yo'nalishlar kesimida baholash mexanizmlari amaliyotga tatbiq etildi. Mazkur yondashuv doirasida reyting indikatorlariga mos "Entrepreneurial university" (tadbirkor universitet) modelida rivojlanishni ta'minlashga qaratilgan strategik boshqaruv qarorlaridan Toshkent davlat iqtisodiyot universiteti, O'zbekiston Milliy universiteti, Toshkent kimyo-texnologiya instituti, Toshkent davlat texnika universiteti hamda Samarqand davlat universiteti faoliyatida xalqaro reytinglardagi nufuzni oshirish jarayonlarida foydalanildi (O'zbekiston Respublikasi Oliy ta'lim, fan va innovatsiyalar vazirligining 2025-yil 17-dekabrda 02/17-2025-99-son ma'lumotnomasi).

THE, QS va ARWU xalqaro reytinglari metodologiyalarida qo'llaniladigan indikatorlar tarkibi va og'irlik koeffitsiyentlarining institutsional jihatdan farqlanishini hisobga olgan holda reytingga yo'naltirilgan strategik xulq-atvorni shakllantirish bo'yicha takomillashtirilgan ilmiy yondashuv asosida ta'lim, ilmiy-tadqiqot va innovatsion faoliyat ustuvorliklarini qayta belgilashga qaratilgan reyting-spetsifik boshqaruv qarorlari amaliyotga joriy etildi. Mazkur ilmiy takliflar Nizomiy nomidagi O'zbekiston milliy pedagogika universiteti, Chirchiq davlat universiteti hamda Jizzax davlat pedagogika universiteti faoliyatida strategik boshqaruvni takomillashtirish, ilmiy-tadqiqot va innovatsion faoliyatni muvofiqlashtirish hamda data-driven management tamoyillarini joriy etishda qo'llanildi. Shuningdek, mazkur yondashuvdan O'zbekiston Respublikasi Prezidentining 2025-yil 28-apreldagi PF-73-son Farmonida belgilangan pedagogika yo'nalishidagi oliy ta'lim tashkilotlari boshqaruv tizimini

takomillashtirish jarayonida foydalanildi (O'zbekiston Respublikasi Maktabgacha va maktab ta'limi vazirligining 2025-yil 12-dekabrda 03-33-3587-son ma'lumotnomasi).

THE World University Rankings metodologiyasining asosiy bloklarini institutsional vazifalar kesimida parchalash orqali reytingga yo'naltirilgan KPI tizimini shakllantirish va ushbu KPIlarni raqamli reyting monitoringi vositalari orqali strategik boshqaruv qarorlari bilan bog'lashga asoslangan boshqaruv arxitekturasi bo'yicha ilmiy takliflardan Ta'lim sifatini ta'minlash milliy agentligi tomonidan oliy ta'lim muassasalarining reyting ko'rsatkichlarini baholash, indikatorlar monitoringini takomillashtirish hamda milliy reyting indikatorlari tizimi va reyting platformasining metodologik modelini ishlab chiqish jarayonlarida foydalanildi (Milliy agentlikning 2025-yil 16-dekabrda 03/18-144-son ma'lumotnomasi).

yangi (≤ 50 yil) va an'anaviy (> 100 yil) universitetlar ko'rsatkichlari o'rtasidagi farqlarni aniqlashga asoslangan Benchmarking–Gap Analysis modeli reytingga yo'naltirilgan strategik boshqaruv yondashuvini takomillashtirish doirasida amaliy tahliliy vosita sifatida qo'llanildi. Mazkur model asosida ****Yangi O'zbekiston universiteti****ning xalqaro reytinglarga kirish strategiyasini belgilash, ustuvor yo'nalishlarni aniqlash va rivojlanish bo'shliqlarini qisqartirish bo'yicha qarorlar ishlab chiqishda Nizomiy nomidagi O'zbekiston milliy pedagogika universiteti tomonidan foydalanildi (2025-yil 18-dekabrda 11-05-7129/01-son ma'lumotnomasi).

Tadqiqot natijalarining aprobatsiyasi. Dissertatsiya tadqiqoti natijalari 6 ta, shu jumladan, 4 ta xalqaro va 2 ta respublika ilmiy-amaliy konferensiyalarida ma'ruza shaklida bayon qilingan va ma'qullangan.

Tadqiqot natijalarining e'lon qilinganligi. Dissertatsiya mavzusi bo'yicha jami 13 ta ilmiy ish chop etilgan. Shulardan O'zbekiston Respublikasi Oliy attestatsiya komissiyasi tomonidan doktorlik dissertatsiyalarining asosiy ilmiy natijalarini chop etish tavsiya etilgan ilmiy nashrlarda 7 ta maqola (ulardan 3 tasi respublika, 4 tasi xorijiy jurnallarda) hamda 4 ta xalqaro ilmiy-amaliy konferensiyada, 2 ta respublika miqyosidagi ilmiy-amaliy konferensiya to'plamlarida maqola e'lon qilingan.

Dissertatsiyaning tuzilishi va hajmi. Dissertatsiya ishi tarkiban kirish, uchta bob, xulosa va foydalanilgan adabiyotlar ro'yxatidan iborat. Dissertatsiyaning hajmi 220 betni tashkil etgan.

DISSERTATSIYANING ASOSIY MAZMUNI

Dissertatsiyaning **kirish** qismida tadqiqot mavzusining dolzarbligi va zarurati asoslangan, tadqiqotning maqsadi, vazifalari, obyekti va predmeti tavsiflangan hamda respublika fan va texnologiyalari rivojlanishining ustuvor yo'nalishlariga mosligi ko'rsatib o'tilgan. Muammoning o'rganilganlik darajasi va dissertatsiya bajarilgan oliy ta'lim muassasasining ilmiy-tadqiqot ishlari rejasi bilan bog'liqligi bayon qilinib, tadqiqot usullari ochib berilgan. Shuningdek, tadqiqotning ilmiy yangiligi va amaliy natijalari bayon qilingan, tadqiqot natijalarining ishonchliligi,

joriy qilinishi hamda aprobatsiyasi, tadqiqot natijalarining e'lon qilinganligi, tuzilishi va hajmi to'g'risida ma'lumotlar keltirilgan.

Dissertatsiyaning **“Oliy ta'lim muassasalarining xalqaro reyting tizimlarida ishtirokining nazariy-metodologik asoslari”** deb nomlangan birinchi bobida xalqaro universitet reytinglarining mohiyati, global oliy ta'lim makonidagi institutsional roli hamda reyting indikatorlarining boshqaruv tizimiga ta'siri nazariy va metodologik jihatdan kompleks tahlil qilindi. Shuningdek, Times Higher Education World University Rankings (THE WUR) metodologiyasining shakllanish evolyutsiyasi, indikatorlar mantiqi hamda yangi universitetlar uchun reytingga kirish strategiyalarining xalqaro tajribasi asosida Yangi O'zbekiston Universiteti (YO'U) uchun moslashtirish yo'nalishlari asoslab berildi.

Bob doirasida xalqaro reytinglarning metodologik farqlari qiyosiy tahlil qilinib, ularning har biri universitetlardan turlicha strategik xatti-harakatlarni talab qilishi ilmiy asoslandi. Xususan, THE, QS va ARWU reytinglari indikatorlar tarkibi va og'irlik koeffitsientlari jihatidan farqlanadi (1-jadval).

1-jadval

Xalqaro reytinglar metodologiyasining asosiy farqlari⁷

Reyting turi	Asosiy indikatorlar	Og'irlik (foizda)	Xususiyati
THE WUR	Ta'lim muhiti, tadqiqot, ilmiy iqtiboslilik darajasi, xalqaro ko'rinish, sanoat bilan hamkorlik daromadlari (13 indikator)	Ta'lim – 30%, Tadqiqot – 30%, Ilmiy iqtiboslilik darajasi – 30%, Xalqaro ko'rinish – 7.5%, Sanoat daromadlari – 2.5%	Bibliometrik ma'lumotlar Scopus'dan olinadi
QS WUR	Akademik reputatsiya, ish beruvchilar reputatsiyasi, ilmiy iqtiboslilik darajasi, talaba/professor nisbati, xalqaro talabalar va professorlar ulushi	Akademik reputatsiya – 40%, Ish beruvchilar – 10%, Ilmiy iqtiboslilik darajasi – 20%, Talaba/professor – 20%, Xalqaro – 10%	Asosiy urg'u reputatsiya so'rovlariga qaratilgan
ARWU	Nobel mukofotlari, Fields medali, yuqori impaktli maqolalar, ilmiy nashrlar soni	6 ta indikator, asosan ilmiy yutuqlarga asoslanadi	Tadqiqot natijalari va mukofotlarga katta e'tibor

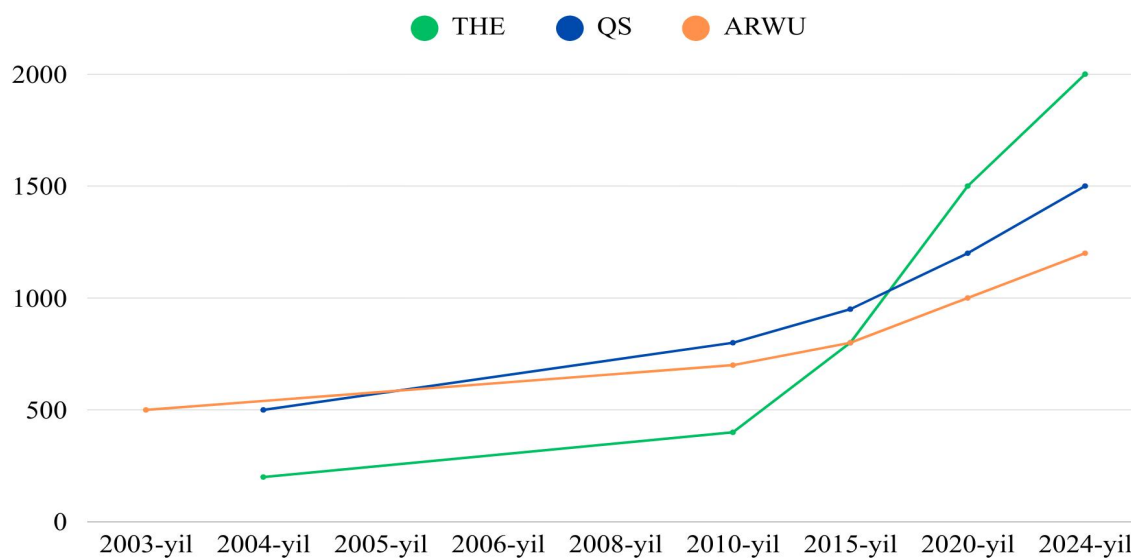
Tadqiqot natijalari shuni ko'rsatdiki, XXI asr boshidan boshlab reytinglar oliy ta'limda oddiy “baholash jadvali” doirasidan chiqib, ta'lim siyosati, resurs taqsimoti va universitetlarning strategik boshqaruv qarorlarini shakllantiruvchi mexanizmga aylandi. Reytinglar bir vaqtning o'zida bir nechta funksiyani bajaradi: (i) universitetlar uchun strategik “kompas” (ichki menejmentga signal), (ii) davlat siyosati uchun benchmarking va natijadorlik mezoni, (iii) global ta'lim bozorida reputatsiya kapitalini shakllantiruvchi instrument. Mazkur holat reytinglarning “indikatorlar siyosati” (indicator-based governance) fenomeni sifatida namoyon bo'layotganini tasdiqlaydi: unda universitetlar raqobatbardoshligi tobora ko'proq o'lchanadigan natijalar (nashrlar, ilmiy iqtiboslilik darajasi, xalqaro hamkorlik, sanoat integratsiyasi) bilan izohlanadi.

THE reytingi ta'lim, tadqiqot va ilmiy iqtiboslilik darajasini bir butun ekotizim sifatida baholab, boshqaruv uchun ko'proq “tizimli signal” beradi; QS

⁷ Tadqiqot natijalari asosida muallif tomonidan shakllantirilgan.

reputatsion komponentlar orqali brend kapitaliga kuchliroq bog‘lanadi; ARWU esa ilmiy yutuqlarning elita mezonlariga tayangan holda baholaydi. Shu sababli, reytingga yo‘naltirilgan strategiya tanlovida metodologik farqlarni hisobga olish hal qiluvchi ahamiyatga ega.

Tadqiqotning keyingi qismida THE WUR metodologiyasi alohida tahlil qilindi. THE reytingining 2004-yildan buyon evolyutsiyasi ko‘rsatadiki, reyting dastlab cheklangan universitetlar doirasida shakllangan bo‘lsa-da, keyinchalik qamrovi va metodologik mukammalligi ortib borib, global oliy ta‘lim tizimining eng ta‘sirchan benchmark tizimlaridan biriga aylandi (1-rasm).



1-rasm Reytinglarning evolyutsiyasi (2004–2024)⁸

1-rasmdan ko‘rinadiki, reytinglar institutsional “bozor”ga aylandi. Dastlab elita universitetlar qamrab olingan bo‘lsa, keyinchalik reytinglar global miqyosda kengayib, yangi va nisbatan yosh universitetlar uchun ham xalqaro maydonga chiqish imkoniyatini yaratgan. Natijada reytinglar universitetlar strategiyasini shakllantirishda tashqi baholashdan tashqari, ichki boshqaruvning ham muhim kalibrovka instrumentiga aylandi.

Birinchi bob doirasida yangi universitetlarning reytingga kirish tajribalari ham tahlil qilindi. Xalqaro amaliyot (NTU, PSL, KAUST, POSTECH, Tampere kabi misollar) shuni ko‘rsatadiki, yosh universitetlar reytinglarda tezkor o‘shishga erishishda quyidagi yo‘nalishlarni ustuvorlashtiradi: xalqaro hammualliflikni kengaytirish orqali ilmiy iqtiboslilik darajasi ni oshirish; yuqori sifatli nashr siyosatini (journal targeting, internal peer-review, akademik writing support) joriy etish; grantlar portfelini kengaytirish; xalqaro professor-o‘qituvchilar va talabalar ulushini oshirish; sanoat bilan hamkorlik daromadi orqali innovatsion daromad kanallarini shakllantirish. Eng muhimi, bu yo‘nalishlar “indikatorlarni quvish” emas, balki indikatorlar orqali sifatni boshqarish konsepsiyasiga tayangan holda institut sifatida mustahkamlanadi.

⁸ Tadqiqot natijalari asosida muallif tomonidan shakllantirilgan.

O'zbekiston sharoitida reytinglar davlat siyosati darajasida muhim strategik vazifa sifatida belgilangan bo'lib, bu holat oliy ta'lim muassasalari uchun reyting indikatorlariga mos boshqaruv mexanizmlarini joriy etish zaruratini kuchaytiradi. Xususan, PF-5847 va PQ-151 hujjatlarida universitetlarning THE va QS reytinglarida Top-1000 talikka kirishini jadallashtirish, buning uchun esa ilmiy nashrlar, ilmiy iqtiboslilik darajasi, xalqaro ko'rinish va hamkorlik indikatorlarini kuchaytirish ustuvor yo'nalish sifatida qayd etilgan. Shu nuqtayi nazardan, tadqiqotda YO'Uning flagship universitet sifatidagi roli asoslab berilib, reyting metodologiyasi indikatorlarini ichki boshqaruvning tahliliy instrumentiga aylantirish tamoyili ilgari surildi.

Xalqaro reytinglar global oliy ta'lim tizimida "reputatsiya-resurs-natijadorlik" zanjiri orqali boshqaruv qarorlarini shakllantiruvchi institutga aylangan; THE WUR metodologiyasi esa kompleks tuzilmasi bilan universitetning ta'lim, tadqiqot, ilmiy ta'sir, xalqaro integratsiya va sanoat aloqalarini bir butun ekotizim sifatida baholash imkonini beradi. Yangi universitetlarning xalqaro tajribasi reytingga kirishning muhim sharti sifatida indikatorlarni ichki boshqaruv sikliga (ma'lumot yig'ish → tahlil → qaror → ijro → audit) integratsiya qilish zarurligini ko'rsatadi. Mazkur nazariy-metodologik asoslar YO'U uchun strategik boshqaruv mexanizmlarini (benchmarking, KPI/OKR, DRD, institutsional arxitektura) ishlab chiqish va amaliy modellashtirishga metodik poydevor bo'lib xizmat qiladi.

Xalqaro universitet reytinglari tizimlari hamda ularga asoslangan boshqaruv mexanizmlarining nazariy qoidalari va amaliy tajribalarini tahlil qilish shuni ko'rsatdiki, oliy ta'lim muassasalarining xalqaro reytinglardagi ishtirokini ta'minlashda ularning rivojlanish strategiyasi va institutsional salohiyatiga mos keluvchi indikatorlarga asoslangan boshqaruv vosita va usullaridan foydalanish maqsadga muvofiq.

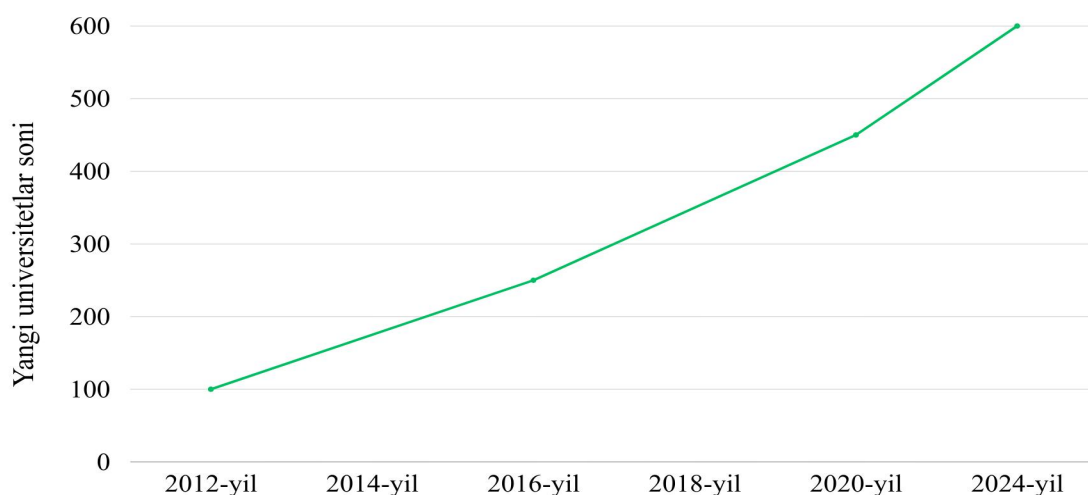
Dissertatsiyaning **"Yangi universitetlarning xalqaro reytinglardagi faoliyatining benchmarking tahlili"** deb nomlangan ikkinchi bobida so'nggi o'n yillikda global oliy ta'lim makonida shakllangan yangi universitetlar fenomeni tahlil qilingan, ushbu toifadagi oliy ta'lim muassasalarining THE World University Rankings (WUR) reytingi doirasidagi o'sish dinamikasi tadqiq etilgan hamda asosiy reyting indikatorlari bo'yicha rivojlanish tendensiyalari aniqlangan. Shuningdek, bob doirasida yangi universitetlarning reytinglarda muvaffaqiyat qozonish mexanizmlari benchmarking yondashuvi asosida qiyosiy o'rganilgan, indikatorlar o'rtasidagi o'zaro bog'liqlik va kompensatsion rivojlanish modeli ilmiy jihatdan asoslangan hamda reputatsiya (nufuz) omillarining strategik xususiyatlari tahlil qilingan.

Bobning metodologik asosini benchmarking tahlil tashkil etib, u yetakchi yangi universitetlarning reyting indikatorlari bo'yicha natijalarini taqqoslash, ularning umumiy va mintaqaviy rivojlanish naqshlarini aniqlash hamda O'zbekiston sharoitiga mos strategik xulosalar ishlab chiqish imkonini berdi. Mazkur yondashuv orqali xalqaro reytinglar yakuniy baholash vositasi sifatida emas, balki institutsional sifatni boshqarish indikatorlari tizimi sifatida talqin qilindi.

Tadqiqot doirasida avvalo global oliy ta'lim sohasida keng qo'llaniladigan uchta yetakchi reyting tizimi – THE World University Rankings, QS World University Rankings va Academic Ranking of World Universities (ARWU) – qiyosiy tahlil qilindi. Tahlil natijalariga ko'ra, QS reytingi ko'proq reputatsiya so'rovlariga tayanadi, akademik hamda ish beruvchilar fikrini ustun qo'yadi. ARWU esa faqat ilmiy nashrlar soni va Nobel mukofoti sovrindorlari kabi tor doiradagi me'zonlarga asoslanadi. THE metodologiyasi esa bu ikki yondashuv orasida tizimli muvozanatni saqlaydi: u ta'lim, tadqiqot, ilmiy ta'sir, xalqaro hamkorlik va iqtisodiy integratsiyani birlashtiruvchi kompleks indikatorlar tizimiga ega. Shu bois THE metodologiyasi dissertatsiyada asosiy tahlil obyekti sifatida tanlandi.

THE metodologiyasining kuchli tomonlari sifatida quyidagilar aniqlandi: komplekslik va balanslashgan yondashuv – besh ustun universitet faoliyatining barcha asosiy yo'nalishlarini qamrab oladi; fanlararo normalizatsiya – barcha nashrlar va ilmiy iqtiboslilik darajasi fan sohalaridagi o'rtacha miqdorga nisbatan normallashtiriladi, bu tabiiy fanlar va gumanitar yo'nalishlar o'rtasidagi tabiiy tafovutlarni kamaytiradi; ochiqlik va qayta ishlab chiqish imkoniyati – har yili metodologiyaning to'liq texnik tavsifi, hisoblash usullari va audit mexanizmlari oshkor etiladi.

Times Higher Education tomonidan e'lon qilinadigan World University Rankings ma'lumotlari tahlili asosida asos solinganiga 50 yildan kam bo'lgan universitetlar soni 2014-yilda 120 taga yaqin bo'lgan bo'lsa, 2024-yilda 650 tadan oshgani aniqlangan (2-rasm).



2-rasm. Yangi universitetlar sonining THE WUR reytingida o'sish dinamikasi⁹

Shu bilan birga, THE metodologiyasining zaif tomonlari ham tahlil qilindi: reputatsiya komponentining subyektivligi – Ta'lim berish sifati (Teaching) va Ilmiy tadqiqotlar (Research) ustunlarining yarmi reputatsiya so'rovlari orqali shakllanadi; til va nashr madaniyati asimmetriyasi – Scopus bazasining ingliz

⁹ Times Higher Education "Young University Rankings 2024 Data" asosida muallif tomonidan shakllantirilgan.

tilidagi nashrlarga yoʻnaltirilganligi; resurs asimmetriyasi – iqtisodiy koʻrsatkichlarning rivojlangan mamlakatlar universitetlariga ustunlik berishi. Bundan tashqari, “ranking dependency” xavfi – universitetlarning oʻz missiyasidan koʻra indikatorlar boʻyicha ball olishga yoʻnaltirilishi muammosi ham qayd etildi.

Tadqiqot natijalari shuni koʻrsatdiki, soʻnggi oʻn yillikda global reytinglar maydonida kuzatilgan asosiy transformatsion jarayon yangi tashkil etilgan (asos solinganiga 50 yildan kam boʻlgan) universitetlarning xalqaro reytinglarga tez kirib kelishi va qisqa muddatda sezilarli natijalarga erishishi bilan tavsiflanadi. Ushbu jarayon faqat universitetlar sonining ortishi bilan emas, balki akademik raqobat paradigmasining oʻzgarishi, yaʼni tarixiy reputatsiya kapitaliga tayangan klassik modeldan indikatorlarga asoslangan strategik boshqaruv modeliga oʻtish bilan izohlanadi.

Mazkur koʻrsatkichning 2014–2024 yillar davomida 5 baravardan ortiq oshishi yangi universitetlarning global akademik maydonda tobora muhim oʻrin egallab borayotganidan dalolat beradi.

Shuningdek, yetakchi yangi universitetlarning individual tajribalari ham tahlil qilindi. Nanyang Technological University (Singapur) 2011–2015 yillarda “Academic Reputation Improvement Plan” dasturini qabul qilib, uni THE reytingining Taʼlim berish sifati (Teaching) va Ilmiy tadqiqotlar (Research) ustunlariga moslashtirgan va natijada 2012-yildan 2023-yilgacha THE WURda 350-oʻrindan 36-oʻringa koʻtarilgan. POSTECH (Koreya) “research-driven university” modeli asosida ilmiy faoliyat natijalarini professor-oʻqituvchilarni moliyaviy ragʻbatlantirishning asosiy mezoniga aylantirgan. Paris Sciences et Lettres (Fransiya) bir nechta ilmiy institut va tadqiqot markazlarining konsolidatsiyasi orqali 2015-yilda THE reytingida 1000-talikdan 2024-yilda 40-talikka koʻtarilgan. KAUST (Saudiya Arabistoni) “Research excellence without load” tamoyiliga asoslanib, professorlar uchun oʻqituvchilik yuklamasini minimal darajada saqlagan (2-jadval).

2-jadval

Yangi universitetlarning mintaqaviy benchmarking koʻrsatkichlari¹⁰

№	Mintaqa	Yetakchi universitet (asos solingan yili)	THE WUR 2024 oʻrni	Xalqaro professorlar ulushi (%)	Sanoat bilan hamkorlik daromadi (Industry Income)(%)	Ilmiy iqtiboslilik darajasi (Citations) koʻrsatkichi
1	Osiyo	Nanyang Technological University (Singapur, 1991)	36	62	27	94.1
2	Yaqin Sharq	KAUST (Saudiya Arabistoni, 2009)	101–150	74	31	88.6

¹⁰ Tadqiqot natijalariga asosan muallif tomonidan yaratilgan.

3	Yevropa	PSL (Fransiya, 2010)	40	45	22	91.3
4	Avstraliya	UTS (University of Technology Sydney, 1988)	133	41	24	86.9
5	Markaziy Osiyo	NUU (O'zbekiston, 2021)	–	28	18	57.4

Mintaqaviy benchmarking tahlili natijalariga ko'ra, 2014–2024 yillar oralig'ida yangi universitetlarning eng tez o'sish sur'ati Osiyo va Yaqin Sharq mintaqasida kuzatilgan. Xususan, Singapur, Janubiy Koreya, Xitoy va Saudiya Arabistonidagi oliy ta'lim muassasalari o'z rivojlanish strategiyalarida indikatorlarga asoslangan boshqaruv tizimini muvaffaqiyatli tatbiq etgani aniqlandi. Ushbu universitetlar modeli uchta umumiy tamoyilga asoslanadi: samaradorlikka yo'naltirilgan boshqaruv, xalqaro ochiqlik hamda innovatsion muhitning shakllantirilishi.

Ushbu universitetlarning umumiy tajribasi shuni ko'rsatdiki, yangi universitetlar uchun reyting natijasiga ta'sir qiluvchi eng muhim omillar quyidagilardan iborat: integratsiyalashgan boshqaruv tizimi – indikatorlar strategik rejalashtirishning asosi sifatida ishlatiladi; natijadorlikka asoslangan resurs taqsimoti – moliyalashtirish KPI bilan bevosita bog'langan; xalqaro hamkorlikning kengayishi; innovatsion faoliyatni tijoratlashtirish; raqamli boshqaruv – “ranking dashboard” tizimlari orqali real vaqtli monitoring.

Yangi va an'anaviy universitetlar indikatorlarining o'rtacha taqqoslanishi shuni ko'rsatdiki, yangi universitetlar Ta'lim berish sifati (Teaching) va Ilmiy tadqiqotlar (Research) ko'rsatkichlari bo'yicha nisbatan pastroq natijalarga ega bo'lsa-da, Xalqaro ko'rinish (International Outlook) va Ilmiy iqtiboslilik darajasi (Citations) indikatorlari bo'yicha sezilarli ustunlikka ega (3-jadval).

3-jadval

Yangi va an'anaviy universitetlar indikatorlarining o'rtacha taqqoslanishi ¹¹

Indikator	Yangi universitetlar (≤50 yil)	An'anaviy universitetlar (>100 yil)	Farq (%)
Ta'lim berish sifati (<i>Teaching</i>)	21.4	31.6	-10.2
Ilmiy tadqiqotlar (<i>Research</i>)	25.1	33.4	-8.3
Ilmiy iqtiboslilik darajasi (<i>Citations</i>)	34.7	26.2	+8.5
Xalqaro ko'rinish (<i>International Outlook</i>)	15.9	7.8	+8.1
Sanoat bilan hamkorlik daromadi (<i>Industry Income</i>)	2.9	1.0	+1.9

¹¹ THE WUR asosida muallif tomonidan shakllantirilgan.

Xususan, ilmiy iqtiboslilik darajasi ko'rsatkichi bo'yicha farq +8,5 foizni, xalqaro ko'rinish bo'yicha esa +8,1 foizni tashkil etgani aniqlangan. Bu holat yangi universitetlar strategik modelining asosiy xususiyatini, ya'ni global mobillik va qo'shma ilmiy tadqiqotlarga ustuvorlik berilishini ko'rsatadi.

Reyting metodologiyasi nuqtai nazaridan, yangi universitetlarda besh asosiy ustun bir-birini qisman to'ldiruvchi va kompensatsiya qiluvchi mexanizm sifatida faoliyat yuritadi. Jumladan, Ta'lim va Tadqiqot ko'rsatkichlarining dastlabki bosqichlarda pastroq bo'lishi Ilmiy iqtiboslilik darajasi va Xalqaro ko'rinish indikatorlari orqali qoplanadi, sanoat bilan hamkorlik daromadi esa keyingi bosqichda universitetning iqtisodiy barqarorligini ta'minlab, tadqiqot faoliyatini qo'llab-quvvatlaydi. Ushbu mexanizm yangi universitetlar rivojlanish modelining asosiy strategik tamoyillaridan biri sifatida asoslandi.

Reputatsiya (nufuz) indikatorining shakllanish mexanizmi ham tahlil qilinib, uning yangi universitetlarda statik emas, balki ilmiy natijalar, xalqaro hamkorlik, ta'lim sifati va innovatsion ekotizim omillarining integratsiyasi natijasi ekani aniqlandi. So'nggi yillarda yetakchi yangi universitetlar reputatsiya boshqaruvida akademik brendlash konsepsiyasidan foydalanayotgani, bu orqali universitetning global ko'rinuvchanligi va tan olinuvchanligi tizimli ravishda oshirilayotgani asoslab berildi.

Tadqiqotda yangi universitetlar reytinglarga kirish jarayonida duch keladigan metodologik cheklovlar ham aniqlandi: reputatsion inertsianing yuqoriligi – yangi tashkil etilgan universitetlar qisqa muddatda yuqori reputatsiya balliga erisha olmaydi; til va nashr madaniyati asimmetriyasi – Scopus va Web of Science bazalarining 90 foizi ingliz tilidagi manbalardan tashkil topgan; resurs va samaradorlik o'rtasidagi ziddiyat – reytinglar ko'p hollarda moliyaviy salohiyatni ham o'lchaydi.

O'zbekiston kontekstida olib borilgan tahlil natijalari shuni ko'rsatadiki, yangi tashkil etilgan universitetlarning asosiy vazifasi milliy ta'lim siyosati bilan xalqaro reyting talablarini uyg'unlashtirishdan iborat. Mazkur bob xulosalari yangi universitetlar, jumladan Yangi O'zbekiston Universiteti uchun xalqaro reytinglarga kirishning asosiy sharti sifatida indikatorlarga asoslangan boshqaruv madaniyatini shakllantirish va ichki asosiy ko'rsatkichlar tizimini THE metodologiyasiga to'liq integratsiya qilish zarurligini asoslab berdi hamda reytingga yo'naltirilgan boshqaruv modelining nazariy va empirik poydevorini shakllantirdi.

Dissertatsiyaning **“Yangi O'zbekiston Universitetining xalqaro reytingga kirish strategiyasi va boshqaruv mexanizmlari”** deb nomlangan uchinchi bobida Yangi O'zbekiston Universitetining (YO'U) flagship universitet sifatidagi joriy holati tahlil qilingan, THE World University Rankings reytingiga kirish uchun zarur bo'lgan strategik yo'l xaritasi ishlab chiqilgan hamda reytingga yo'naltirilgan boshqaruv mexanizmlari asoslangan.

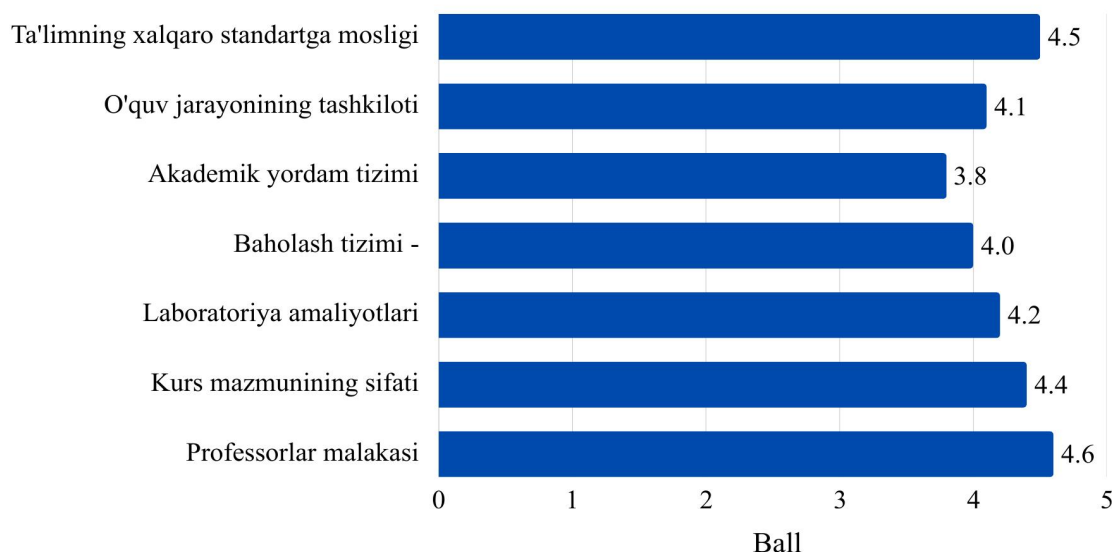
Ilmiy adabiyotlarda flagship universitet beshta fundamental belgi bilan tavsiflanadi: Ilmiy ustunlik (Research excellence), akademik mustaqillik (academic autonomy), innovatsion salohiyat (innovation capacity), xalqaro ochiqlik (internationalisation) va qobiliyatli yoshlarni jalb qilish (talent attraction). Mazkur

belgilar bo'yicha YO'Uning joriy holatini baholash maqsadida 2025-yil oktabr-noyabr oylarida 213 nafar respondent (talabalar va yosh tadqiqotchilar) ishtirokida so'rovnoma o'tkazildi. So'rovnoma 5 ballik Likert shkalasi asosida tuzilgan bo'lib, o'rtacha qiymatni hisoblashda quyidagi formula qo'llandi:

$$\bar{X} = \frac{\sum(x_i \cdot f_i)}{N}$$

bu yerda x_i – ball qiymati (1 dan 5 gacha), f_i – bu ballni tanlagan respondentlar soni, N – jami respondentlar soni.

So'rovnoma natijalari shuni ko'rsatdiki, respondentlar professor-o'qituvchilar salohiyatini 4,60 ball, kurs mazmunining sifatini 4,50 ball, ta'limning xalqaro standartlarga mosligini 4,50 ball deb baholagan (3-rasm).

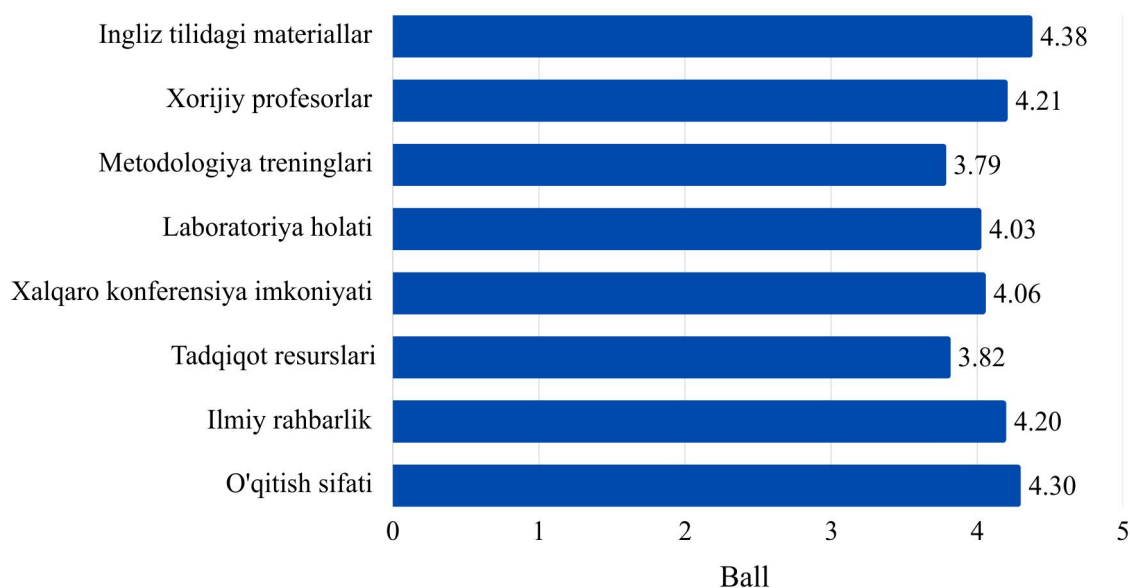


3-rasm. YO'U talabalari tomonidan akademik muhitning baholanishi¹²

Shu bilan birga, baholash tizimi (4,00 ball) va akademik yordam xizmatlari (3,80 ball) bo'yicha nisbatan pastroq natijalar qayd etilgan.

Ilmiy-innovatsion muhit bo'yicha esa ilmiy rahbarlar bilan ishlash sifati 4,20 ball, laboratoriya infratuzilmasi 4,20 ball deb baholangan, biroq ilmiy grantlarga kirish imkoniyati (3,90 ball), startap tashabbuslarini qo'llab-quvvatlash (3,80 ball) va ilmiy natijalarni rag'batlantirish tizimi (3,70 ball) bo'yicha takomillashtirish ehtiyoji aniqlangan (4-rasm).

¹² So'rovnoma natijalari asosida muallif tomonidan shakllantirilgan.



4-rasm. YO‘U talabalari tomonidan ilmiy-innovatsion muhitning baholanishi¹³

Olib borilgan tahlil natijalari YO‘Uning flagship universitet modelining beshta asosiy atributi bo‘yicha holatini baholash imkonini berdi (4-jadval).

4-jadval

YO‘Uning flagship universitet atributlari bo‘yicha holati¹⁴

Atribut	YO‘Udagi holat	Holati
Ilmiy ustunlik (<i>Research excellence</i>)	Ilmiy markazlar, doktorantura tizimi mavjud; Scopus nashrlari shakllanish bosqichida	O‘rta
Akademik mustaqillik (<i>academic autonomy</i>)	PQ-5158 asosida keng vakolatlar berilgan; school-based boshqaruv modeli joriy	Yuqori
Innovatsion salohiyat (<i>innovation capacity</i>)	Innovation Hub, startaplar ekotizimi (“Rotation” misoli) mavjud. Yaqin sun’iy intellekt laboratoriyasi tashkil etilishi rejalashtirilmoqda	O‘rta-yuqori
Xalqaro ochiqlik (<i>internationalisation</i>)	MIT, TUM, SNU bilan hamkorlik; xorijiy professorlar ulushi	O‘rta-yuqori

¹³ So‘rovnoma natijalari asosida muallif tomonidan shakllantirilgan.

¹⁴ Tadqiqot natijalariga asosan muallif tomonidan yaratilgan.

Qobiliyatli yoshlarni jalb qilish (<i>talent attraction</i>)	SAT, IELTS asosida qabul; olimpiada g'oliblari mavjud	Yuqori
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Jadval ma'lumotlaridan ko'rinadiki, YO'U akademik mustaqillik va qobiliyatli yoshlarni jalb qilish bo'yicha yuqori ko'rsatkichlarga ega. Innovatsion salohiyat va xalqaro ochiqlik bo'yicha o'rta-yuqori darajada bo'lib, bu yo'nalishlarda sezilarli yutuqlar mavjud. Ilmiy ustunlik bo'yicha esa hali shakllanish bosqichida bo'lib, Scopus/Web of Science nashrlari, ilmiy iqtiboslilik darajasi va ilmiy grantlar portfeli bo'yicha rivojlanish bo'shliqlari mavjud. Olib borilgan tahlil YO'Uning joriy holatini "yuqori potensial, shakllanish bosqichidagi flagship universitet" sifatida tavsiflash imkonini berdi.

Mazkur tahlil natijalari asosida YO'Uning 2030-yilgacha THE World University Rankings reytingiga kirishi uchun strategik yo'l xaritasi ishlab chiqildi. Yo'l xaritasi universitetning ilmiy, akademik va tashkiliy tizimlarida sodir bo'layotgan real o'zgarishlarga tayanadi va uch asosiy bosqichni qamrab oladi: fundamental tayyorlov bosqichi (2025–2026), tezlashuv bosqichi (2026–2028) va global ko'rinish bosqichi (2028–2031).

5-jadval

YO'Uning 2030-yilgacha THE WUR reytingiga kirish bo'yicha tayyorgarlik modeli¹⁵

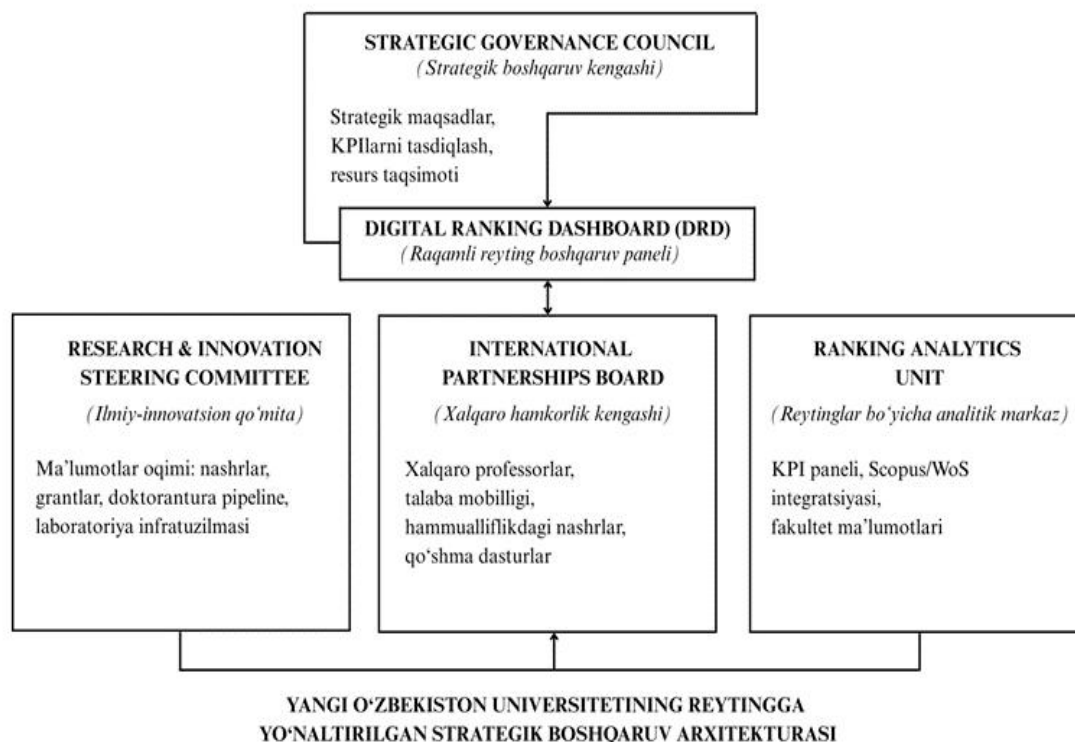
Bosqich	Strategik yo'nalishlar	Kutilayotgan natijalar
2025–2026 Tayyorlov bosqichi (<i>Foundational Phase</i>)	Ilmiy grantlar tizimini kengaytirish; doktorantura zaruri jarayonini mustahkamlash; KPIlar joriy etish; ma'lumotlar boshqaruvi (data management) tizimini yaratish	THE indikatorlari bo'yicha institutsional tayyorlik shakllanadi; ilmiy ekotizim barqarorlashadi
2026–2028 Tezlashuv bosqichi (<i>Acceleration Phase</i>)	Scopus/WoS maqolalarni ko'paytirish; xalqaro hammualliflikni kuchaytirish; xalqaro professorlar ulushini oshirish; Innovation Hub orqali startaplarni qo'llab-quvvatlash	Ilmiy tadqiqot sifati (Research Quality) va Xalqaro ko'rinish (International Outlook) ko'rsatkichlari sezilarli oshadi; sanoat daromadi ortadi

¹⁵ Tadqiqot natijalari asosida muallif tomonidan ishlab chiqilgan.

2028–2030 Global ko‘rinish bosqichi <i>(Visibility Phase)</i>	Ilmiy iqtiboslilik darajasi ni oshirish bo‘yicha “Targeted” ya’ni maqsadli siyosat; global branding; THE “data submission” ya’ni ma’lumotlarni taqdim etish jarayonini institutsionallashtirish	Ilmiy iqtiboslilik darajasi barqaror oshadi; THE reytingiga kirish uchun zarur indikatorlar bajariladi
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Strategik yo‘l xaritasini muvaffaqiyatli amalga oshirish uchun universitetda reytingga yo‘naltirilgan boshqaruv arxitekturasini joriy etish zarurati yuzaga keldi. Mavjud tizimning institutsional tahlili shuni ko‘rsatdiki, bo‘limlar o‘z vazifasini sifatli bajarayotgan bo‘lsa-da, reyting indikatorlari bo‘yicha yagona koordinatsiya mexanizmi mavjud emas. Masalan, ilmiy nashrlar bo‘yicha ma’lumotlar Ilmiy faoliyat boshqarmasida shakllansa, xalqaro hammualliflik haqidagi ma’lumotlar Xalqaro aloqalar bo‘limida to‘planadi; talabalar qoniqishi va ta’lim sifati bo‘yicha ma’lumotlar esa Ta’lim sifatini ta’minlash bo‘limi zimmasidadir. Bu holat reyting monitoringi uchun zarur bo‘lgan markazlashgan “data pipeline” ya’ni ma’lumotlarni yig‘ish, qayta ishlash va tahlil qilish zanjirining yo‘qligiga olib keladi.

Mazkur muammoni hal qilish maqsadida integratsiyalashgan strategik boshqaruv arxitekturasini ishlab chiqildi. Ushbu arxitektura universitetning mavjud boshqaruv tizimini inkor etmaydi; aksincha, uni reyting bilan ishlash talablariga mos ravishda gorizontall integratsiya, ma’lumotlar bazasining markazlashuvi va qaror qabul qilishning tezkorligi orqali modernizatsiya qiladi.



5-rasm. YO‘Uning reytingga yo‘naltirilgan strategik boshqaruv arxitekturasini¹⁶

Rasm ma'lumotlaridan ko'rinadiki, arxitektura beshta tayanch institutdan tarkib topadi. Birinchisi, Strategik boshqaruv kengashi (Strategic Governance Council) bo'lib, u THE indikatorlari bo'yicha ustuvor yo'nalishlarni belgilash, fakultetlar kesimida maqsadli KPIlarni tasdiqlash va resurs taqsimotini strategik boshqarish vazifalarini bajaradi. Ikkinchisi, Ilmiy-innovatsion faoliyatni rivojlantirish qo'mitasi (Research & Innovation Steering Committee) bo'lib, u yuqori impaktli jurnallarda nashr siyosatini shakllantirish, xalqaro hammualliflikni kuchaytirish va doktorantura zanjiri (pipeline) sifatini nazorat qilish uchun mas'uldir. Uchinchi, Xalqaro hamkorlikni rivojlantirish kengashi (International Partnerships Board) bo'lib, u global universitetlar bilan qo'shma dasturlar yaratish, xalqaro fakultet (international faculty) ulushini oshirish va xalqaro talabalar oqimini jalb etish strategiyalarini ishlab chiqadi. To'rtinchisi, Reytinglar bo'yicha analitik markaz (Ranking Analytics Unit) bo'lib, u Scopus/WoS nashrlar, ilmiy iqtiboslilik darajasi, grantlar va xalqaro hamkorlik bo'yicha data yig'ish, fakultetlar kesimida KPIlarni avtomatik hisoblab borish va yillik THE reytingi uchun ma'lumotlarni taqdim etish jarayonini tayyorlash vazifalarini bajaradi.

Beshinchisi va eng innovatsion mexanizmi – DRD (Digital Ranking Dashboard) bo'lib, u universitetning barcha indikatorlar bo'yicha real vaqt rejimida monitoringini ta'minlaydi. DRD quyidagi modullardan iborat: ilmiy nashrlar paneli (Scopus integratsiyasi), Ilmiy iqtiboslilik darajasi kuzatuvchi (Citations tracking), xalqaro fakultet va xalqaro talabalar moduli, grantlar va startaplar monitoringi, fakultetlar bo'yicha KPI kuzatuvchi (KPI tracker), byudjet va resurs taqsimotining indikatorlar bilan bog'langan modeli. DRD reyting boshqaruvining amaliy samaradorligini keskin oshiradi, chunki ma'lumotlar yig'ilishi qo'lda emas, tizimli ravishda amalga oshiriladi. Global universitetlarda qo'llanilayotgan THE DataPoints, QS Insight Suite kabi platformalarning mahalliyashtirilgan analogi sifatida DRD universitet uchun strategik ustunlik yaratadi.

Boshqaruv arxitekturasining samarali ishlashi uchun THE indikatorlariga mos KPI tizimi ishlab chiqildi (6-jadval).

6-jadval

YO‘U uchun THE indikatorlariga mos KPI tizimi¹⁷

THE bloki	KPI nomi	O'lchov birligi	Mas'ul bo'lim	Monitoring
Ilmiy tadqiqot sifati (<i>Research Quality</i>)	Q1/Q2 jurnallardagi nashrlar ulushi	%	Ilmiy faoliyat boshqarmasi	Choraklik
Ilmiy tadqiqot sifati (<i>Research Quality</i>)	Xalqaro hammualliflik ulushi	%	Ilmiy-tadqiqot va innovatsiyalar qo'mitasi (R&I Committee)	Choraklik
Ilmiy tadqiqot	Grantlar portfeli	USD	Grantlar bo'limi	Choraklik

¹⁶ Tadqiqot natijalariga asosan muallif tomonidan yaratilgan.

¹⁷ Tadqiqot natijalari asosida muallif tomonidan ishlab chiqildi.

muhiiti (Research Environment)	hajmi			
Ilmiy tadqiqot muhiiti (Research Environment)	Doktorantura zanjiri (pipeline) samaradorligi	%	Doktorantura ofisi (PhD Office)	Yillik
Ilmiy iqtiboslilik darajasi (Citations)	Ilmiy iqtiboslilik darajasi o'sish indeksi	%	Ilmiy bo'lim	Yarim yillik
Ta'lim berish sifati (Teaching)	Talabalar qoniqishi	Ball	Ta'lim sifati bo'limi	Yillik
Ta'lim berish sifati (Teaching)	Xalqaro fakultet ulushi	%	Xalqaro aloqalar bo'limi (International Office)	Choraklik
Xalqaro ko'rinish (International Outlook)	Xalqaro talabalar ulushi	%	IPB	Yarim yillik
Xalqaro ko'rinish (International Outlook)	Qo'shma ilmiy loyihalar soni	Dona	IPB	Choraklik
Sanoat bilan hamkorlik daromadi (Industry Income)	Tijoratlashtirish daromadi	USD	Innovation Hub	Yarim yillik

KPI tizimi THE indikatorlarining barcha asosiy bloklarini qamrab oladi. Har bir KPI uchun aniq o'lchov birligi, mas'ul bo'lim va monitoring davriyligi belgilangan. Bu esa indikatorlar bo'yicha mas'uliyatni aniq taqsimlaydi, bo'limlararo koordinatsiyani yaxshilaydi va DRD orqali real vaqt rejimida monitoring olib borishni ta'minlaydi.

Taklif etilayotgan boshqaruv arxitekturasini, KPI tizimi va DRD platformasi samarali ishlashi uchun ma'lum hajmdagi investitsiyalarni talab qiladi. Xalqaro benchmarking tahlillari shuni ko'rsatadiki, Q1/Q2 jurnallarda nashrlar ulushini oshirish uchun yosh universitetlar yiliga o'rtacha 0,8–1,0 mln AQSh dollari, xalqaro fakultet ulushini oshirish uchun 0,4–0,6 mln AQSh dollari, raqamli analitika platformalarini joriy etish uchun 70–120 ming AQSh dollari sarflagan. Muallif tomonidan ishlab chiqilgan modelga ko'ra, YO'U uchun reyting strategiyasining yillik investitsiya ehtiyoji 2,0–2,5 mln AQSh dollari atrofida baholandi, bunda Ilmiy tadqiqot sifati (Research Quality) yo'nalishiga 35–40 foiz, Xalqaro ko'rinish (International Outlook) yo'nalishiga 25–30 foiz, Sanoat bilan hamkorlik daromadi (Industry Income) yo'nalishiga 15–20 foiz, Ta'lim berish sifati (Teaching) va boshqaruv infratuzilmasiga 15–20 foiz taqsimlanishi maqsadga muvofiq.

Umuman olganda, uchinchi bobda olib borilgan tadqiqot natijalari YO'Uning THE reytingiga kirish uchun zarur institutsional salohiyatga ega ekanini tasdiqladi. Boshqaruv arxitekturasini, DRD va KPI tizimining sinergiyasi yosh universitetlar uchun barqaror reyting o'sishining asosiy institutsional drayveri hisoblanadi va YO'Uning 2030-yilgacha global akademik maydonda raqobatbardosh o'rin egallashi uchun zarur shart-sharoitni yaratadi.

XULOSA

Oliy ta'lim muassasalarining xalqaro reyting ko'rsatkichlarini oshirishning strategik boshqaruv mexanizmlarini tadqiq qilish yuzasidan olib borilgan tadqiqot ishida quyidagi xulosalarga kelindi:

1. Xalqaro reytinglar metodologiyasining nazariy asoslari, xususan THE reytingi bloklari – ilmiy tadqiqot sifati, ilmiy-tadqiqot muhiti, iqtiboslilik, xalqaro ko'rinish, sanoat bilan hamkorlik – universitetning strategik rivojlanish jarayonida multidissiplinar boshqaruv mexanizmlarini talab qilishini ko'rsatdi. Zamonaviy universitetlar faqat ta'lim beruvchi institut emas, balki tadbirkor universitet modeliga mos ravishda innovatsion ekotizim va iqtisodiy qiymat yaratuvchi institut sifatida shakllanishi lozim.

2. Yangi universitetlar uchun mo'ljallangan global o'sish trayektoriyalari (KAUST, NTU, PSL, POSTECH tajribasi) reyting natijalarining o'sishi boshqaruv tizimi sifati bilan bevosita bog'liqligini tasdiqlaydi. Bu universitetlarda o'sishning asosiy omillari: Q1–Q2 jurnallarga yo'naltirilgan nashr siyosati, xalqaro hammualliflikning oshishi, mehmon professorlar siyosatini institutsionallashtirish va integratsiyalashgan boshqaruv arxitekturasining joriy etilishi.

3. YO'Uning boshqaruv tizimi tahlili shuni ko'rsatdiki, universitetda ilmiy-innovatsion salohiyat shakllanayotgan bo'lsa-da, reyting bilan ishlash jarayoni parchalangan boshqaruv modeli shaklida mavjud. Indikatorlar bo'yicha mas'uliyatning aniq belgilanmagani, ma'lumotlarning bo'limlar kesimida ajratib yuritilishi reyting monitoringida barqaror natija olishni cheklab kelmoqda.

4. Zamonaviy universitetlarning raqobatbardoshligini belgilovchi asosiy mexanizm – ma'lumotlarga asoslangan boshqaruv tamoyillarining chuqur joriy etilishidir. Raqamli boshqaruv platformalari orqali indikatorlarning real vaqt rejimida monitoringi, prognozlash va resurs taqsimotini optimallashtirish imkoniyati yuzaga keladi. Mazkur tamoyil taklif etilgan DRD (raqamli reyting boshqaruvi paneli) konsepsiyasining markaziy asosini tashkil etadi.

5. THE metodologiyasiga mos ravishda ishlab chiqilgan uch bosqichli KPI tizimi (universitet – fakultet – bo'lim) indikatorlar bo'yicha mas'uliyatning aniq bog'lanishini, boshqaruvning natijaga yo'naltirilganligini ta'minlaydi. Bu nafaqat ichki motivatsiya mexanizmini kuchaytiradi, balki reyting natijalariga bevosita ta'sir qiluvchi ko'rsatkichlarning o'sishiga ham sharoit yaratadi.

6. YO'U uchun resurslarni optimallashtirish modeli ishlab chiqildi. THE indikatorlarining og'irliklari va benchmarking ko'rsatkichlari asosida resurslarning optimal taqsimoti belgilandi: ilmiy nashrlar sifati – 35%, xalqaro hamkorlik – 28%, ilmiy infratuzilma – 20%, raqamli monitoring – 10%, global brending – 7%.

7. Reyting strategiyasining iqtisodiy risk tahlili ishlab chiqildi. Risklar besh toifada baholandi: makroiqtisodiy, institutsional-moliyaviy, operatsion, texnologik va xulq-atvor risklari. Har bir risk uchun boshqaruv mexanizmlari taklif qilindi, bu reyting strategiyasini risk-qaytish muvozanati asosida shakllantirish imkonini beradi.

Oliy ta'lim muassasalarining xalqaro reyting ko'rsatkichlarini oshirishning strategik boshqaruv mexanizmlarini o'rganish, natijalarini tahlil qilish, uning o'ziga xos

mexanizmlarini takomillashtirish bo'yicha quyidagi amaliy taklif va tavsiyalar ilgari suriladi:

1. Universitetda integratsiyalashgan boshqaruv arxitekturasini joriy etish maqsadga muvofiq: Strategik boshqaruv kengashi, Ilmiy-innovatsion qo'mita, Xalqaro hamkorlik kengashi, Reytinglar analitik markazi va DRD platformasidan iborat tizim indikatorlar bo'yicha mas'uliyatni aniq belgilab, qaror qabul qilish tezligini oshiradi.

2. DRD platformasini Scopus, Web of Science, ORCID va universitetning ichki ma'lumotlar bazalari bilan to'liq integratsiya qilish, erta ogohlantirish tizimini joriy etish va fakultetlar kesimida real vaqt monitoringini yo'lga qo'yish tavsiya etiladi.

3. THE metodologiyasiga moslashtirilgan KPI tizimini amaliyotga joriy etish, KPIlar bo'yicha yillik shartnoma tizimini shakllantirish va fakultetlar uchun natijaga asoslangan qo'shimcha moliyalashtirish mexanizmini yaratish zarur.

4. Ilmiy salohiyatni kuchaytirish maqsadida xalqaro ilmiy jamoalar bilan qo'shma tadqiqot loyihalarini kengaytirish, har bir fakultet uchun yillik nashr rejasini ishlab chiqish va iqtiboslilikni oshirish strategiyasini amalga oshirish talab etiladi.

5. Xalqaro ko'rinishni kuchaytirish uchun mehmon professorlar siyosatini 1–3 yillik shartnomalar asosida tizimlashtirish, ikki diplomli dasturlarni kengaytirish va xalqaro grantlar bo'yicha koordinatorlar tuzilmasini yaratish maqsadga muvofiq.

6. Fakultetlar uchun KPI bajarilishi asosida 5–15% qo'shimcha moliyalashtirish, professor-o'qituvchilar uchun bonuslar va ichki grantlar tizimini joriy etish orqali natijaga yo'naltirilgan boshqaruv madaniyatini shakllantirish tavsiya etiladi.

7. Universitet nizomiga indikatorlar bo'yicha mas'uliyat va KPI tizimini kiritish, DRD platformasi uchun rasmiy reglament ishlab chiqish hamda ilmiy faoliyatni qo'llab-quvvatlash tartibini tasdiqlash orqali normativ-huquqiy asoslarni mustahkamlash talab etiladi.

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REPUBLIC OF UZBEKISTAN**

NEW UZBEKISTAN UNIVERSITY

MAMAJONOVA MUKHLISAKHON MUZAFFAR KIZI

**STRATEGIC GOVERNANCE MECHANISMS FOR ENHANCING
INTERNATIONAL UNIVERSITY RANKINGS INDICATORS**

08.00.13 - Management

**ABSTRACT OF THE DISSERTATION
OF THE DOCTOR OF PHILOSOPHY (PhD) IN ECONOMICS**

Tashkent – 2026

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INTRODUCTION

(Abstract of the Doctor of Philosophy (PhD) Dissertation)

Relevance and necessity of the dissertation topic. In the context of accelerating global integration processes, the formation of a knowledge-based economy, and intensifying competition in the international arena, the role and significance of the higher education system aimed at preparing competitive human capital equipped with modern knowledge and skills in ensuring sustainable socio-economic development is increasingly growing. As emphasized in World Bank reports, today higher education institutions are emerging as important strategic institutions in developing human capital, forming democratic and inclusive societies, and advancing economic development models based on science and innovation¹⁸. From this perspective, the effectiveness of higher education institutions is determined not only by the quality of education but also by research outcomes, innovative potential, and the level of strategic governance.

In recent years, international ranking systems such as THE World University Rankings, QS World University Rankings, and Academic Ranking of World Universities (ARWU) have become important global indicator systems for evaluating the quality of educational and research activities, citation impact, scope of international cooperation, and institutional governance effectiveness of higher education institutions. These rankings not only determine the position of universities in the global academic space but also directly influence the process of shaping state policy, resource allocation, and strategic decision-making regarding higher education system development. Therefore, the issue of improving international ranking indicators of higher education institutions requires resolution not through random or short-term initiatives, but through well-developed and systematic strategic governance mechanisms.

In New Uzbekistan, special attention is being paid to widely utilizing the potential of education, including the higher education system, in building a competitive economy with a modern structural framework and improving the well-being of the population. As emphasized in the Address of the President of the Republic of Uzbekistan to the Oliy Majlis, “We are striving to create all necessary conditions for every person living in this country to live a peaceful and happy life, to be healthy, to receive good education, and to support their family, and we will never stop on this path. Improving the quality of education is the one and only correct path for the development of New Uzbekistan.”¹⁹ As a result of ongoing reforms to improve the higher education system, opportunities have been created to grant academic, organizational-administrative, and financial autonomy to higher education institutions, commercialize research results, introduce new educational directions and specializations meeting labor market demands, and expand international cooperation. However, practical analysis shows that in many higher

¹⁸ World Bank. Education Overview. – <https://www.worldbank.org>

¹⁹ Address of the President of the Republic of Uzbekistan Shavkat Mirziyoyev to the Oliy Majlis and the people of Uzbekistan. December 21, 2022. - <https://gov.uz/uz/news/view/36090>

education institutions, the process of improving international ranking indicators is still limited to fragmented, i.e., non-systematic approaches but rather measures aimed at short-term improvement of individual indicators. This indicates that institutional and strategic management mechanisms ensuring stable and long-term growth in rankings have not been sufficiently developed. In this regard, comprehensive theoretical and practical research of strategic management mechanisms aimed at improving international ranking indicators of higher education institutions, their adaptation to national higher education system conditions, and implementation into practice is one of the urgent scientific tasks.

This dissertation serves to a certain extent in implementing the tasks set forth in the Decrees of the President of the Republic of Uzbekistan: No. PF-6108 dated November 6, 2020 “On measures to develop education and science in the new development period of Uzbekistan”, No. PF-5847 dated October 8, 2019 “On approval of the Concept for development of the higher education system of the Republic of Uzbekistan until 2030”, No. PF-5763 dated July 11, 2019 “On measures to reform management in higher and secondary specialized education”; Resolutions No. PQ-60 dated December 24, 2021 “On additional measures to ensure academic and organizational-management autonomy of state higher education institutions”, No. PQ-61 dated December 24, 2021 “On measures to grant financial autonomy to state higher education institutions”, No. PQ-4391 dated July 11, 2019 “On measures to introduce new management principles in higher and secondary specialized education system”, as well as other regulatory documents related to the field.

Compliance of the research with priority directions of the development of science and technology of the Republic. The dissertation research was carried out in accordance with the priority direction “Spiritual-moral and cultural development of democratic and legal society, formation of innovative economy” of the development of science and technology of the Republic.

Degree of study of the problem. Research of problems related to improving the position of higher education institutions in international rankings, ensuring their competitiveness in the global academic field, and implementing strategic management mechanisms aimed at ranking indicators has become one of the urgent scientific issues today. In this regard, a number of scientific studies are being conducted by foreign and local scientists. In particular, improvement of strategic management in higher education institutions, enhancement of university performance efficiency, and methodological foundations of international university rankings have been researched by scholars such as E. Hazelkorn, S. Marginson, P. Altbach, J. Salmi, B. Kehm, and J.-C. Shin²⁰.

Scientific research on issues related to improving the institutional and organizational structure of higher education institution management,

²⁰ Hazelkorn, E. *Rankings and the Reshaping of Higher Education*. London: Palgrave Macmillan, 2015., Marginson, S. *Higher Education and the Common Good*. Melbourne: Melbourne University Publishing, 2017., Altbach, P.G. *Global Perspectives on Higher Education*. Baltimore: Johns Hopkins University Press, 2016., Kehm, B.M., & Shin, J.C. “The Impact of University Rankings on Higher Education Policy in Europe.” *Higher Education*, 63(1), 2012, 141–157.

transformation of universities in the context of globalization, and development based on “University 3.0” and “University 4.0” models has been studied by prominent foreign scholars such as R. Barnett, B. Clark, E. Sengupta, P. Blessinger, G. Kováts, O.B. Sukhorukova, N.V. Kozlovskikh, and Ye.D. Koryagina²¹.

Factors affecting the efficiency of higher education institution management activities, management of research activities, development of international cooperation, and ranking indicators have been covered in the scientific works of researchers such as J. Pounder, O.S. Al-Deikah, S.N. Olimat, S.V. Nazyuta, I.V. Pivovarov, and others²².

Issues of management and financing of higher education institutions, formation of their development strategies, and improvement of management mechanisms have been reflected in the scientific research of Uzbek scholars – M.Kh. Saidov, S.M. Buzrukhonov, O.S. Qahhorov, A.A. Makhmudov, N.J. Sotvoldiyev, A.B. Sherov, Sh. Qurbonov and N. Achilov, Kh. Umarova²³.

Despite the significant importance of these scientific studies in improving the theoretical and methodological foundations of higher education institution management, issues of systematically forming strategic management mechanisms aimed at international ranking indicators in the conditions of new universities, integrating ranking indicators into the institutional management system, and developing development strategies based on benchmarking and gap analysis approaches have not been comprehensively covered in scientific literature. This

21 Barnett, R. *Being a University*. London: Routledge, 2011., Clark, B.R. *Creating Entrepreneurial Universities: Organizational Pathways of Transformation*. Oxford: Pergamon, 1998., Sengupta, E., Blessinger, P. and Nezaami, N. (2022), "Introduction to Governance and Management in Higher Education", Sengupta, E., Blessinger, P. and Nezaami, N. (Ed.) *Governance and Management in Higher Education (Innovations in Higher Education Ta'lim berish sifati (Teaching) and Learning, Vol. 43)*, Emerald Publishing Limited, Bingley, pp. 3-11. <https://doi.org/10.1108/S2055-364120220000043001>, Gergely Kováts. The change of organizational structure of higher education institutions in Hungary: a contingency theory analysis. *International Review of Social Research* 2018; 8(1): 74–86. <https://doi.org/10.2478/irsr-2018-0009>, Сухорукова О.Б. Совершенствование организационной структуры управления высшим учебным заведением в условиях применения процессного подхода. Диссер.на соис. ученой степени доктора эконом. наук. Новосибирск, 2010 г., 195 с., Козловских Н.В. Совершенствование системы стратегического управления в высших учебных заведениях: диссертация ... кандидата экономических наук: 08.00.05 / Козловских Наталья Васильевна. - Москва, 2009.- 185 с. Корягина Е.Д. Совершенствование механизмов управления развитием высшего образования в России. Диссер.на соис. ученой степени доктора эконом. наук. Москва, 2022 г., 169 с.

22 James Pounder. *Organizational Effectiveness in Higher Education*. April 2022. *Educational Management & Administration* Al-Deikah, O.S., Olimat, S.N. (2020). The role of university administration in 37 developing scientific research for faculty members in the universities of northern 38 Jordan from their point of view. *Journal of the Islamic University of Educational 39 and Psychological Studies*, 28 (4), 793-819., Назюта С.В. Развитие методического инструментария управления коммерциализацией результатов интеллектуальной деятельности организаций (на примере высших учебных заведений). Диссер.на соис. ученой степени доктора эконом. наук. Москва, 2022 г., 176 с.

23 Saidov M.X. Oliy ta'lim tizimida moliyaviy boshqaruv: o'quv qo'llanma /M.X.Saidov. – T.: «Tafakkur-Bo'stoni», 2011. 432 b., Buzrukhonov S.M. Innovatsion iqtisodiyotga o'tish sharoitida oliy ta'limni moliyalashtirishni takomillashtirish. i.f.d. ilmiy darajasini olish uchun yozilgan avtoreferat. – Toshkent, 2022. – 38 b., Qahhorov O.S. Ta'lim muassasalari boshqaruvining samaradorligini baholashdagi yondashuvlar va usullar. “Iqtisodiyot va innovatsion texnologiyalar” ilmiy elektron jurnali. № 1, yanvar-fevral, 2017-y., Makhmudov A.A. Oliy ta'lim muassasalarida moliyaviy resurslarni boshqarish mexanizmini takomillashtirish. Dissertatsiya avtoreferati. - T.: IMPRESS MEDIA, 2019-y., Sotvoldiyev N.J. Oliy ta'lim muassasasini boshqarish – iqtisodiy diagnostika obyekti sifatida // “Iqtisodiyot va innovatsion texnologiyalar” ilmiy elektron jurnali. № 4, iyul-avgust, 2020-y., Sherov, A. (2019). Reforms in the system of higher education and their impact on financial stability. *International Finance and Accounting*, 2019(3), 21. Umarova X.U. Oliy ta'lim muassasalarida zamonaviy boshqaruv mexanizmlarini joriy etish: iqtisodiyot fanlari bo'yicha falsafa doktori (PhD) dissertatsiyasi. — Toshkent, 2022.

situation further increases the relevance of systematic problems considered in this dissertation research and the scientific proposals and practical recommendations developed to address them.

Connection of the dissertation topic with the research plans of the higher education institution where the dissertation was carried out. The dissertation was completed within the framework of a research project on the topic "Strategic management mechanisms for increasing international ranking indicators of higher education institutions"

The aim of the research is to develop scientifically substantiated proposals and recommendations for improving strategic management mechanisms aimed at enhancing international ranking indicators of higher education institutions.

The objectives of the research:

- to systematically study the theoretical and methodological foundations of international university rankings (THE, QS, ARWU) and analyze their impact on the development of the higher education system;

- to study the successful experience of newly established and rapidly developing universities in international rankings and conduct comparative analysis based on benchmarking;

- to compare the current performance indicators of New Uzbekistan University with international ranking criteria and identify development gaps based on "gap analysis";

- to develop a strategic KPI system based on SMART criteria aimed at ensuring the university's entry into international rankings;

- to propose reputation management mechanisms (Reputation Management Framework) aimed at enhancing scientific activity, international cooperation, and academic prestige;

- to develop a strategic roadmap for 2025–2030 aimed at ensuring New Uzbekistan University's entry into international rankings;

- to develop a model for a special organizational structure – Rankings & Institutional Research Office – for regular monitoring, analysis, and management of ranking indicators and indices, and to substantiate its functional mechanisms;

- to substantiate the possibilities of applying the experience of New Uzbekistan University in other higher education institutions and to develop scientific proposals and practical recommendations.

The object of the research is the management processes and mechanisms aimed at ensuring New Uzbekistan University's participation in international rankings.

The subject of the research consists of strategic management mechanisms, indicator systems, and KPI foundations ensuring effective participation of universities in international rankings.

Research methods. In the research process, scientific abstraction, generalization and formal-logical analysis, systematic approach, bibliographic and case study analysis, classification and grouping, benchmarking, gap analysis, expert evaluation, questionnaire (survey), statistical and bibliometric analysis,

economic-mathematical methods (correlation and regression analyses, trend and forecasting), modeling, and other modern scientific-methodological approaches were used.

The scientific novelty of the research consists of the following:

The strategic management system of higher education institutions was improved with an indicator-based strategic management architecture that provides for the assessment of university activities in the areas of education, research and innovation based on the indicators of the THE World University Rankings methodology;

It was found that the institutional differences in the indicator composition and weighting coefficients used in the THE, QS and ARWU international university rankings methodologies shape the strategic behavior of universities in a different way, and taking into account these differences, a proposal was made to improve the scientific approach, which involves the development of rating-specific management decisions aimed at redefining the priorities of education, research and innovation activities.

As a result of comparing the average values of the indicators of new (≤ 50 years) and traditional (> 100 years) universities in the THE World University Rankings indicators, it was found that the relatively low indicators of the quality of education (-10.2 percent) and scientific research (-8.3 percent) in new universities are balanced by superior results in the indicators of scientific citation rate ($+8.5$ percent) and international visibility ($+8.1$ percent), and a proposal was made to improve the strategic management approach to the rating, taking into account the balance between these indicators;

By breaking down the main blocks of the THE World University Rankings methodology (research quality, research environment, scientific citation rate, teaching quality, international visibility, and industry collaboration revenue) into institutional tasks, a rating-oriented KPI system was formed, which includes specific KPIs, measurement units, responsible structures, and monitoring cycles for each indicator, and a management architecture was improved based on linking these KPIs with strategic management decisions through digital rating monitoring.

The practical results of the research consist of the following:

the Comparative Analysis and Development Gap Identification Model (Benchmarking–Gap Analysis) has been developed as a practical analytical tool for assessing New Uzbekistan University's current status in international rankings, identifying development gaps, and determining priority strategic directions, and its applicability for substantiating ranking strategies for young universities has been demonstrated;

the Integrated Strategic Indicator System (SMART-KPI) adapted to THE methodology has been proposed as a ready practical mechanism for monitoring ranking indicators at university, faculty, and department levels, evaluating performance, and making management decisions in higher education institutions;

the University Reputation Management Framework has been developed as a practical conceptual solution for systematically managing university reputation

through expanding international cooperation, attracting foreign faculty, improving the quality of scientific publications, and increasing the share of international students;

the Strategic Development Roadmap until 2030 provides the opportunity to be used as a practical guide for step-by-step planning of the process of entering international rankings, directing resources to priority areas, and monitoring results for New Uzbekistan University and other new universities;

the Ranking & Institutional Research Office model has been developed as a practical organizational mechanism ensuring continuous monitoring of ranking indicators, data analysis, and data-driven strategic decision-making at universities;

the Digital Ranking Dashboard (DRD) has been proposed as a practical digital management platform enabling real-time monitoring, forecasting, and early warning on ranking indicators, and its service in implementing data-driven management principles in higher education institutions has been substantiated.

The reliability of the research results is determined by the appropriateness of approaches and methods used in conducting the research, the use of data from official sources including statistical data from the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan, the Ministry of Preschool and School Education of the Republic of Uzbekistan, and higher education institutions, the substantiation of presented analysis results through economic-mathematical methods, as well as the implementation of developed conclusions and practical recommendations in the activities of authorized organizations and higher education institutions.

The scientific and practical significance of the research results. The scientific significance of the research results lies in the fact that the dissertation analyzes issues of ensuring higher education institutions' participation in international rankings, particularly THE World University Rankings, based on a comprehensive approach from a strategic management perspective. The developed comparative analysis and development gap identification model, integrated key indicator system, university reputation management model, and ranking-oriented management architecture expand the theoretical-methodological foundations of managing ranking indicators at the institutional level in higher education institutions and provide the opportunity for use in conducting scientific research dedicated to improving ranking-oriented management mechanisms in new and developing universities in the future.

The practical significance of the research lies in the fact that its results can be used in developing and implementing strategic decisions, programs, policies, roadmaps, and action plans for improving international ranking indicators of higher education institutions. The strategic development roadmap until 2030, ranking and institutional research office model, and digital ranking dashboard proposed in the research can be implemented in university management practice. Additionally, there is an opportunity to use the dissertation results in preparing textbooks, manuals, and methodological recommendations for courses on "Strategic

Management”, “University Management”, and “Education Policy and Ranking Systems”.

Implementation of the research results. Based on the scientific proposals and practical recommendations developed within the framework of this dissertation, the following results were put into practice:

Based on the indicator-based strategic management architecture developed to improve the strategic management system of higher education institutions based on the indicators of the THE World University Rankings methodology, mechanisms for evaluating university activities in the areas of education, research and innovation were put into practice. Within the framework of this approach, strategic management decisions aimed at ensuring development in the “Entrepreneurial university” model in accordance with the rating indicators were used in the processes of increasing the prestige of the activities of Tashkent State University of Economics, National University of Uzbekistan, Tashkent Institute of Chemical Technology, Tashkent State Technical University and Samarkand State University in international ratings (Reference of the Ministry of Higher Education, Science and Innovation of the Republic of Uzbekistan dated December 17, 2025 No. 02/17-2025-99).

Taking into account the institutional differences in the composition of indicators and weighting coefficients used in the methodologies of the THE, QS and ARWU international rankings, rating-specific management decisions aimed at redefining the priorities of education, research and innovation activities were implemented based on an improved scientific approach to the formation of rating-oriented strategic behavior. These scientific proposals were used to improve strategic management, coordinate research and innovation activities, and introduce data-driven management principles in the activities of the Nizami National Pedagogical University of Uzbekistan, Chirchik State University and Jizzakh State Pedagogical University. This approach was also used in the process of improving the management system of higher education institutions in the pedagogical direction, established by the Decree of the President of the Republic of Uzbekistan No. PF-73 dated April 28, 2025 (Reference of the Ministry of Preschool and School Education of the Republic of Uzbekistan No. 03-33-3587 dated December 12, 2025).

Scientific proposals on the management architecture based on the formation of a rating-oriented KPI system by breaking down the main blocks of the THE World University Rankings methodology into institutional tasks and linking these KPIs to strategic management decisions through digital rating monitoring tools were used by the National Agency for Education Quality Assurance in the processes of assessing the rating indicators of higher education institutions, improving indicator monitoring, and developing a methodological model of the national rating indicator system and rating platform (National Agency's reference number 03/18-144 dated December 16, 2025).

The Benchmarking–Gap Analysis model, based on identifying differences between the indicators of new (≤ 50 years) and traditional (> 100 years) universities,

was used as a practical analytical tool within the framework of improving the rating-oriented strategic management approach. Based on this model, it was used by the Nizami National Pedagogical University of Uzbekistan to develop decisions on determining the strategy for entering international rankings of ****New Uzbekistan University****, identifying priority areas, and narrowing development gaps (reference number 11-05-7129/01 dated December 18, 2025).

Approbation of the research results. The results of the dissertation research have been presented and approved in the form of reports at 6 scientific-practical conferences, including 4 international and 2 republican conferences.

Publication of the research results. A total of 13 scientific works have been published on the dissertation topic. Of these, 7 articles have been published in scientific journals recommended by the Higher Attestation Commission of the Republic of Uzbekistan for publishing the main scientific results of doctoral dissertations (3 in republican and 4 in foreign journals), as well as articles published in 4 international scientific-practical conferences and 2 republican-level scientific-practical conference proceedings.

Structure and volume of the dissertation. The dissertation consists of an introduction, three chapters, conclusion, and list of references. The volume of the dissertation comprises 220 pages.

MAIN CONTENT OF THE DISSERTATION

In the **introduction**, the relevance and necessity of the research topic are substantiated, the aim, objectives, object, and subject of the research are described, and compliance with priority directions of the development of science and technology of the republic is indicated. The degree of study of the problem and the connection with the research plan of the higher education institution where the dissertation was carried out are presented, and research methods are disclosed. Additionally, the scientific novelty and practical results of the research are presented, and information on the reliability, implementation, and approbation of research results, publication of research results, structure, and volume is provided.

In the **first chapter** of the dissertation entitled **“Theoretical and methodological foundations of higher education institutions’ participation in international ranking systems”**, the essence of international university rankings, their institutional role in the global higher education space, and the impact of ranking indicators on the management system were comprehensively analyzed from theoretical and methodological perspectives. Additionally, the evolution of the Times Higher Education World University Rankings (THE WUR) methodology, the logic of indicators, and adaptation directions for New Uzbekistan University (NUU) were substantiated based on international experience of ranking entry strategies for new universities.

The research results showed that since the beginning of the 21st century, rankings have moved beyond the scope of a simple “evaluation table” in higher education and have become a mechanism shaping education policy, resource allocation, and strategic management decisions of universities. Rankings

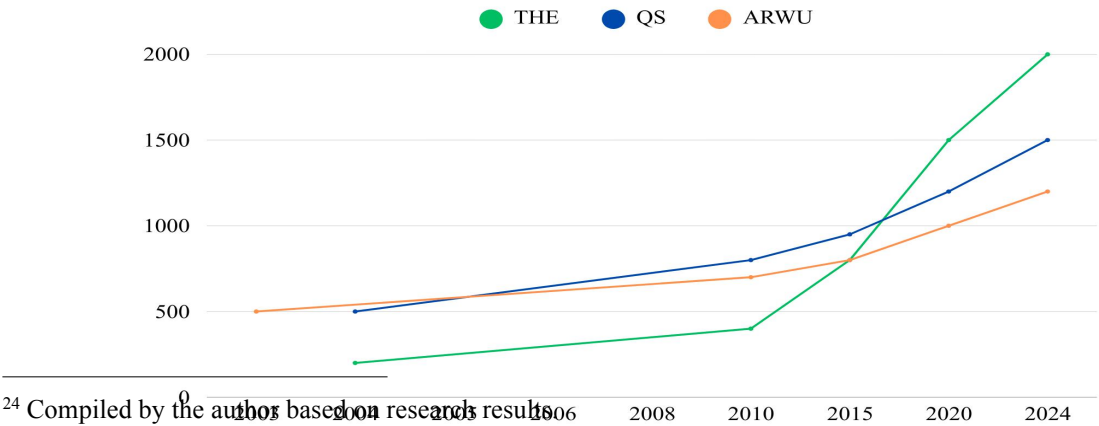
simultaneously perform several functions: (i) a strategic “compass” for universities (signal to internal management), (ii) a benchmarking and performance criterion for state policy, (iii) an instrument forming reputation capital in the global education market. This confirms that rankings are manifesting as a phenomenon of “indicator-based governance”: where university competitiveness is increasingly explained by measurable results (publications, citation impact, international cooperation, industry integration).

Within the chapter, the methodological differences of international rankings were comparatively analyzed, and it was scientifically substantiated that each of them requires different strategic behaviors from universities. In particular, THE, QS, and ARWU rankings differ in terms of indicator composition and weight coefficients (Table 1).

Table 1
Main differences in international rankings methodology²⁴

Ranking type	Main indicators	Weight (percentage)	Characteristics
THE WUR	Teaching environment, research, citation impact, international outlook, industry income (13 indicators)	Teaching – 30%, Research – 30%, Citations – 30%, International outlook – 7.5%, Industry income – 2.5%	Bibliometric data obtained from Scopus
QS WUR	Academic reputation, employer reputation, citation impact, student/faculty ratio, international students and faculty share	Academic reputation – 40%, Employers – 10%, Citations – 20%, Student/faculty – 20%, International – 10%	Main emphasis on reputation surveys
ARWU	Nobel Prizes, Fields Medal, highly cited articles, number of scientific publications	6 indicators, mainly based on scientific achievements	Strong focus on research results and awards

THE ranking evaluates teaching, research, and citation impact as a unified ecosystem, providing more “systemic signals” for management; QS is more strongly linked to brand capital through reputational components; ARWU evaluates based on elite criteria of scientific achievements. Therefore, considering methodological differences in choosing a ranking-oriented strategy is of crucial importance.



²⁴ Compiled by the author based on research results

Figure 1. Evolution of rankings (2004–2024)²⁵

In the subsequent part of the research, THE WUR methodology was separately analyzed. The evolution of THE ranking since 2004 shows that although the ranking

was initially formed within a limited range of universities, its scope and methodological sophistication subsequently increased, becoming one of the most influential benchmark systems of the global higher education system (Figure 1).

As can be seen from Figure 1, rankings have become an institutional “market”. While initially elite universities were covered, rankings subsequently expanded globally, creating opportunities for new and relatively young universities to enter the international arena. As a result, rankings have become not only an external evaluation but also an important calibration instrument for internal management in shaping university strategies.

Within the first chapter, the experiences of new universities entering rankings were also analyzed. International practice (examples such as NTU, PSL, KAUST, POSTECH, Tampere) shows that young universities prioritize the following directions in achieving rapid growth in rankings: increasing citation impact through expanding international co-authorship; implementing high-quality publication policy (journal targeting, internal peer-review, academic writing support); expanding the grants portfolio; increasing the share of international faculty and students; forming innovative income channels through industry collaboration income. Most importantly, these directions are institutionalized based on the concept of quality management through indicators, not “chasing indicators”.

In Uzbekistan’s conditions, rankings are defined as an important strategic task at the state policy level, which strengthens the necessity of implementing management mechanisms corresponding to ranking indicators for higher education institutions. In particular, documents PF-5847 and PQ-151 note accelerating universities’ entry into the Top-1000 in THE and QS rankings as a priority direction, for which strengthening scientific publications, citation impact, international outlook, and cooperation indicators is emphasized. From this perspective, the research substantiated NUU’s role as a flagship university and advanced the principle of transforming ranking methodology indicators into analytical instruments of internal management.

International rankings have become an institution shaping management decisions through the “reputation–resource–performance” chain in the global higher education system; THE WUR methodology, with its complex structure, enables evaluating a university’s teaching, research, scientific impact, international integration, and industry relations as a unified ecosystem. International experience of new universities shows the necessity of integrating indicators into the internal management cycle (data collection → analysis → decision → implementation → audit) as an important condition for ranking entry. These theoretical-methodological foundations serve as a methodical base

²⁵ Compiled by the author based on research results.

for developing and practically modeling strategic management mechanisms (benchmarking, KPI/OKR, DRD, institutional architecture) for NUU.

Analysis of theoretical provisions and practical experiences of international university ranking systems and management mechanisms based on them showed that in ensuring higher education institutions' participation in international rankings, it is advisable to use management tools and methods based on indicators corresponding to their development strategy and institutional capacity.

In the **second chapter** of the dissertation entitled **“Benchmarking analysis of new universities’ performance in international rankings,”** the phenomenon of new universities formed in the global higher education space over the last decade was analyzed, the growth dynamics of higher education institutions in this category within the THE World University Rankings (WUR) was investigated, and development trends by main ranking indicators were identified. Additionally, within the chapter, the mechanisms of new universities’ success in rankings were comparatively studied based on the benchmarking approach, the interrelationship between indicators and the compensatory development model were scientifically substantiated, and the strategic characteristics of reputation factors were analyzed.

The methodological basis of the chapter was benchmarking analysis, which enabled comparing the results of leading new universities by ranking indicators, identifying their general and regional development patterns, and developing strategic conclusions appropriate for Uzbekistan’s conditions. Through this approach, international rankings were interpreted not as a final evaluation tool, but as a system of institutional quality management indicators.

Within the research, first, three leading ranking systems widely used in the global higher education sphere – THE World University Rankings, QS World University Rankings, and Academic Ranking of World Universities (ARWU) – were comparatively analyzed. According to the analysis results, QS ranking relies more on reputation surveys and prioritizes academic and employer opinions. ARWU is based on a narrow range of criteria such as only the number of scientific publications and Nobel Prize laureates. THE methodology maintains a systematic balance between these two approaches: it has a complex indicator system combining teaching, research, scientific impact, international cooperation, and economic integration. Therefore, THE methodology was selected as the main analysis object in the dissertation.

The following were identified as strengths of THE methodology: complexity and balanced approach – five pillars cover all main directions of university activity; cross-disciplinary normalization – all publications and citation impact are normalized relative to the average in each field, which reduces natural differences between natural sciences and humanities; openness and reproducibility – each year, the full technical description of the methodology, calculation methods, and audit mechanisms are disclosed.

At the same time, weaknesses of THE methodology were also analyzed: subjectivity of the reputation component – half of the Teaching and Research pillars are formed through reputation surveys; language and publication culture

asymmetry – Scopus database’s orientation toward English-language publications; resource asymmetry – economic indicators giving advantage to universities in developed countries. Additionally, the risk of “ranking dependency” – the problem of universities being oriented toward scoring on indicators rather than their own mission – was also noted.

Research results showed that the main transformational process observed in the global rankings field over the last decade is characterized by newly established universities (less than 50 years since founding) rapidly entering international rankings and achieving significant results in a short period. This process is explained not only by the increase in the number of universities but also by the change in the academic competition paradigm, i.e., the transition from a classical model relying on historical reputation capital to an indicator-based strategic management model.

Based on analysis of World University Rankings data published by Times Higher Education, it was determined that while the number of universities less than 50 years since founding was approximately 120 in 2014, it exceeded 650 in 2024 (Figure 2).

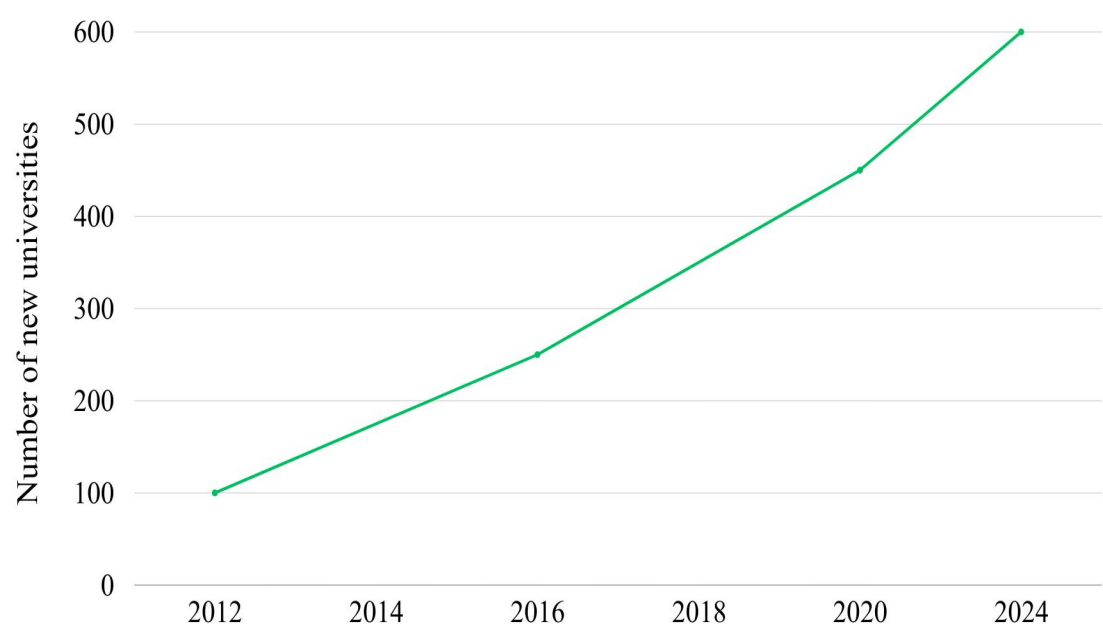


Figure 2. Growth dynamics of new universities in THE WUR ranking²⁶

The more than fivefold increase in this indicator during 2014–2024 demonstrates that new universities are occupying an increasingly important position in the global academic field.

According to regional benchmarking analysis results, the fastest growth rate of new universities during 2014–2024 was observed in the Asia and Middle East region. In particular, it was determined that higher education institutions in Singapore, South Korea, China, and Saudi Arabia successfully implemented

²⁶ Compiled by the author based on Times Higher Education “Young University Rankings 2024 Data”.

indicator-based management systems in their development strategies. The model of these universities is based on three general principles: efficiency-oriented management, international openness, and formation of an innovative environment.

Additionally, individual experiences of leading new universities were also analyzed. Nanyang Technological University (Singapore) adopted the “Academic Reputation Improvement Plan” program in 2011–2015, aligned it with THE ranking's Teaching and Research pillars, and as a result rose from 350th place to 36th place in THE WUR from 2012 to 2023. POSTECH (Korea), based on the “research-driven university” model, made scientific activity results the main criterion for financial incentivization of faculty. Paris Sciences et Lettres (France), through consolidation of several scientific institutes and research centers, rose from the 1000s in THE ranking in 2015 to the top 40 in 2024. KAUST (Saudi Arabia), based on the principle of “Research excellence without load,” maintained minimal teaching load for professors (Table 2).

Table 2

Regional benchmarking indicators of new universities

№	Region	Leading university (year founded)	THE WUR 2024 rank	International faculty share (%)	Industry Income (%)	Citations indicator
1	Asia	Nanyang Technological University (Singapore, 1991)	36	62	27	94.1
2	Middle East	KAUST (Saudi Arabia, 2009)	101–150	74	31	88.6
3	Europe	PSL (France, 2010)	40	45	22	91.3
4	Australia	UTS (University of Technology Sydney, 1988)	133	41	24	86.9
5	Central Asia	NUU (Uzbekistan, 2021)	–	28	18	57.4

The overall experience of these universities showed that the most important factors affecting ranking results for new universities consist of the following: integrated management system – indicators are used as the basis for strategic planning; performance-based resource allocation – financing is directly linked to KPIs; expansion of international cooperation; commercialization of innovative activities; digital management – real-time monitoring through “ranking dashboard” systems.

The average comparison of indicators between new and traditional universities showed that while new universities have relatively lower results in

Teaching and Research indicators, they have significant advantages in International Outlook and Citations indicators (Table 3).

Table 3

Average comparison of indicators between new and traditional universities²⁷

Indicator	New universities (≤50 years)	Traditional universities (>100 years)	Difference (%)
Teaching	21.4	31.6	-10.2
Research	25.1	33.4	-8.3
Citations	34.7	26.2	+8.5
International Outlook	15.9	7.8	+8.1
Industry Income	2.9	1.0	+1.9

In particular, it was determined that the difference in citation impact indicator was +8.5 percent, and in international outlook +8.1 percent. This situation demonstrates the main characteristic of the strategic model of new universities, i.e., prioritization of global mobility and joint scientific research.

From the perspective of ranking methodology, in new universities, five main pillars function as partially complementary and compensating mechanisms. Specifically, the lower Teaching and Research indicators in initial stages are compensated through Citations and International Outlook indicators, while industry income at subsequent stages ensures the university's economic sustainability and supports research activities. This mechanism was substantiated as one of the main strategic principles of the new universities' development model.

The formation mechanism of the reputation indicator was also analyzed, and it was determined that in new universities, it is not static but rather the result of integration of scientific results, international cooperation, teaching quality, and innovative ecosystem factors. It was substantiated that in recent years, leading new universities are using the academic branding concept in reputation management, through which the university's global visibility and recognition are being systematically enhanced.

In the research, methodological limitations faced by new universities in the process of entering rankings were also identified: high reputational inertia – newly established universities cannot achieve high reputation scores in a short period; language and publication culture asymmetry – 90 percent of Scopus and Web of Science databases consist of English-language sources; contradiction between resources and efficiency – rankings often also measure financial capacity.

Analysis results conducted in the Uzbekistan context showed that the main task of newly established universities is to harmonize national education policy with international ranking requirements. The conclusions of this chapter substantiated that for new universities, including New Uzbekistan University, forming an indicator-based management culture and fully integrating the internal key performance indicator system with THE methodology is the main condition for

²⁷ Compiled by the author based on THE WUR.

entering international rankings, and formed the theoretical and empirical foundation of the ranking-oriented management model.

In the **third chapter** of the dissertation entitled “**New Uzbekistan University’s strategy for entering international rankings and management mechanisms**”, the current status of New Uzbekistan University (NUU) as a flagship university was analyzed, the strategic roadmap necessary for entering THE World University Rankings was developed, and ranking-oriented management mechanisms were substantiated.

In scientific literature, a flagship university is characterized by five fundamental attributes: Research excellence, academic autonomy, innovation capacity, internationalization, and talent attraction. To assess NUU’s current status according to these attributes, a survey was conducted in October-November 2025 with the participation of 213 respondents (students and young researchers). The survey was constructed based on a 5-point Likert scale, and the following formula was applied to calculate the average value:

$$\bar{X} = \frac{\sum(x_i \cdot f_i)}{N}$$

where x_i – score value (from 1 to 5), f_i – number of respondents who selected this score, N – total number of respondents.

The survey results showed that respondents rated faculty capacity at 4.60 points, course content quality at 4.50 points, and compliance of education with international standards at 4.50 points (Figure 3).

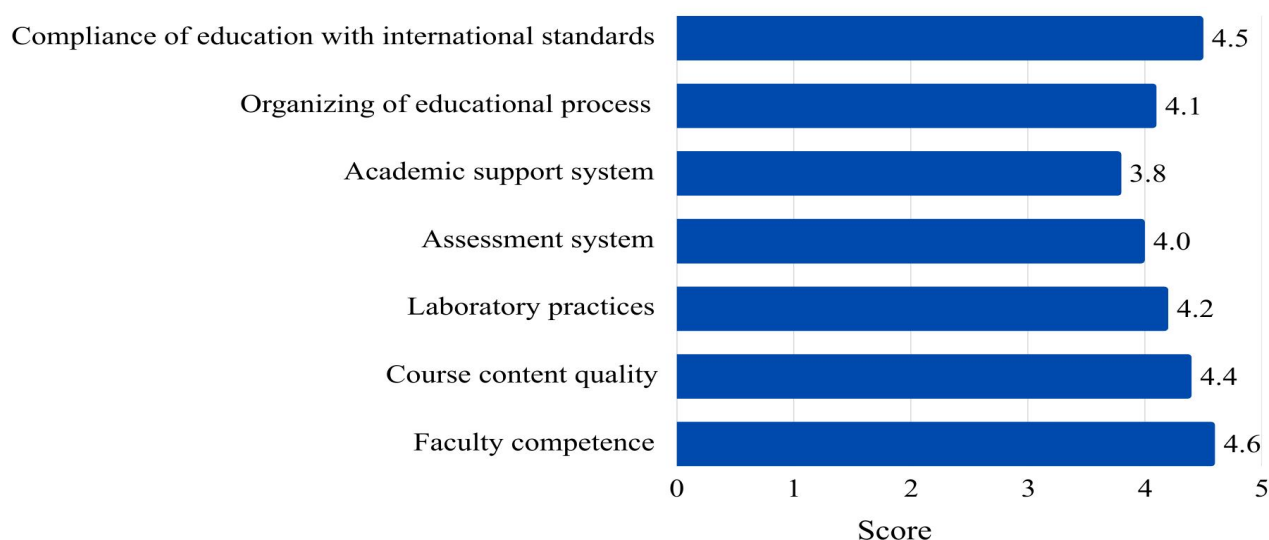


Figure 3. Assessment of academic environment by NUU students²⁸

At the same time, relatively lower results were recorded for the assessment system (4.00 points) and academic support services (3.80 points).

Regarding the scientific-innovative environment, quality of work with scientific supervisors was rated at 4.20 points, laboratory infrastructure at 4.20

²⁸ Compiled by the author based on survey results.

points, however, the need for improvement was identified in access to scientific grants (3.90 points), support for startup initiatives (3.80 points), and the system for incentivizing scientific results (3.70 points) (Figure 4).

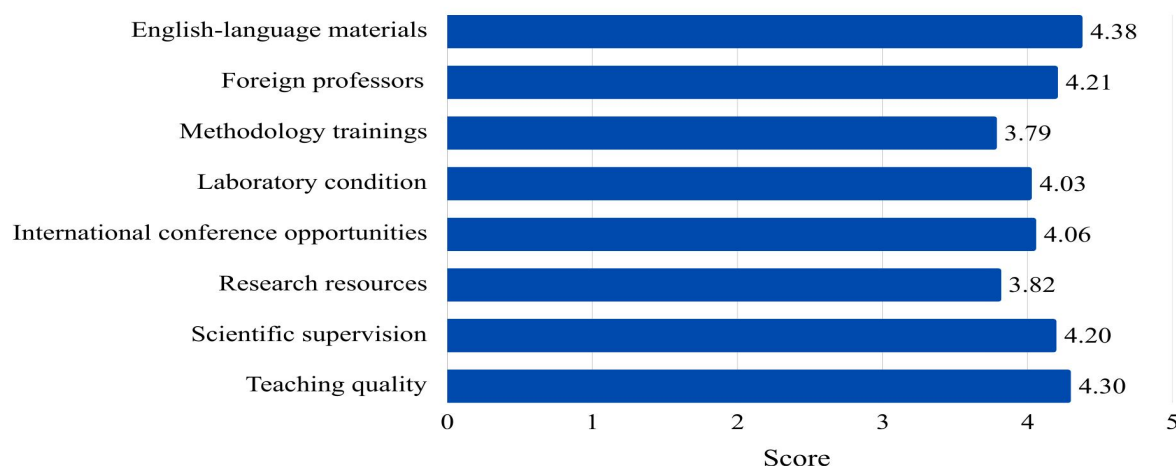


Figure 4. Assessment of scientific-innovative environment by NUU students²⁹

The conducted analysis results enabled assessing NUU's status according to five main attributes of the flagship university model (Table 4).

Table 4

NUU's status according to flagship university attributes

Attribute	Status at NUU	Level
Research excellence	Scientific centers, doctoral system exist; Scopus publications in formation stage	Medium
Academic autonomy	Broad powers granted based on PQ-5158; school-based management model implemented	High
Innovation capacity	Innovation Hub, startup ecosystem ("Rotation" example) exist. Establishment of artificial intelligence laboratory planned in near future	Medium-high
Internationalization	Cooperation with MIT, TUM, SNU; foreign faculty share	Medium-high
Talent attraction	Admission based on	High

²⁹ Compiled by the author based on survey results.

SAT, IELTS; olympiad winners present

As can be seen from the table data, NUU has high indicators in academic autonomy and talent attraction. It is at a medium-high level in innovation capacity and internationalization, with significant achievements in these directions. In research excellence, it is still in the formation stage, with development gaps in Scopus/Web of Science publications, citation impact, and scientific grants portfolio. The conducted analysis enabled characterizing NUU's current status as a "high potential, flagship university in formation stage".

Based on these analysis results, a strategic roadmap for NUU's entry into THE World University Rankings by 2030 was developed. The roadmap relies on real changes occurring in the university's scientific, academic, and organizational systems and covers three main stages: foundational phase (2025–2026), acceleration phase (2026–2028), and global visibility phase (2028–2031).

Table 5

NUU's preparation model for entering THE WUR ranking by 2030³⁰

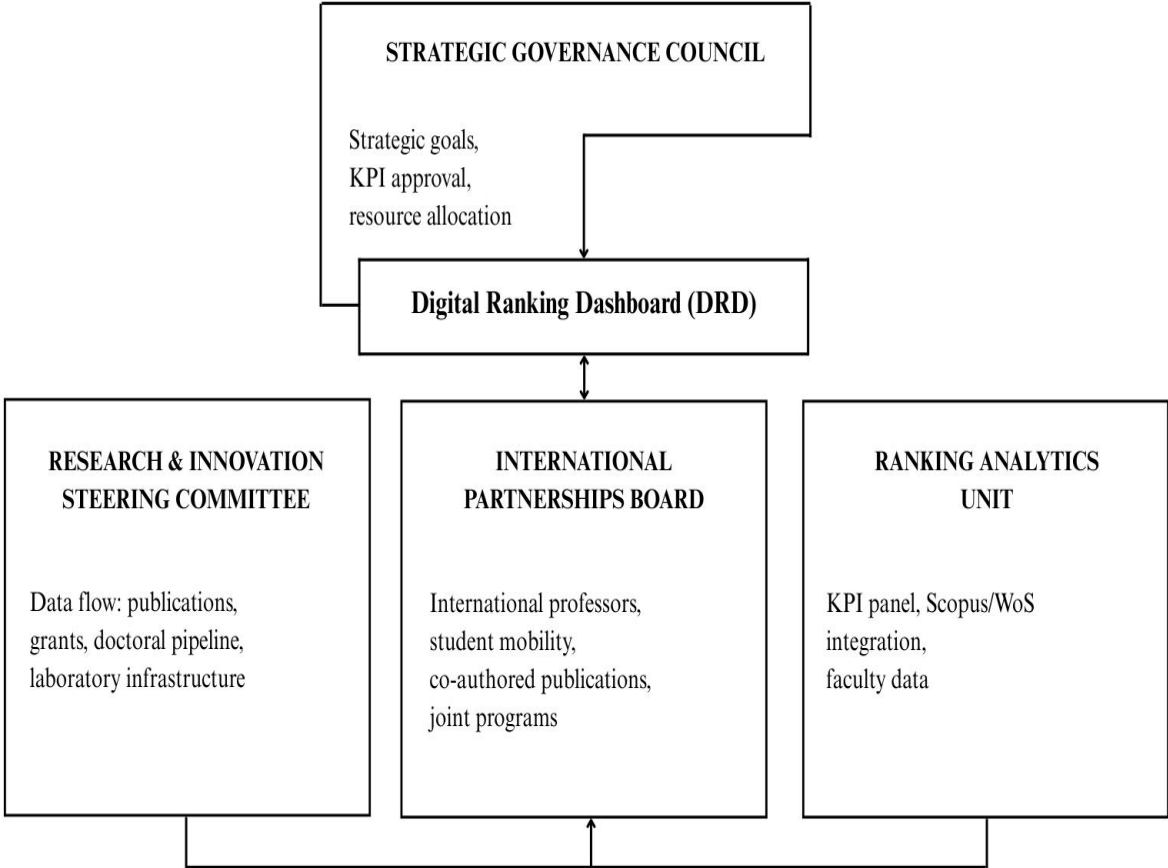
Stage	Strategic directions	Expected results
2025–2026 Foundational Phase	Expanding scientific grants system; strengthening doctoral pipeline; implementing KPIs; creating data management system	Institutional readiness for THE indicators is formed; scientific ecosystem stabilizes
2026–2028 Acceleration Phase	Increasing Scopus/WoS articles; strengthening international co-authorship; increasing international faculty share; supporting startups through Innovation Hub	Research Quality and International Outlook indicators significantly increase; industry income grows
2028–2030 Visibility Phase	"Targeted" policy for increasing citation impact; global branding; institutionalizing THE data submission process	Citation impact steadily increases; necessary indicators for THE ranking entry are achieved

For successful implementation of the strategic roadmap, the necessity arose to implement ranking-oriented management architecture at the university. Institutional analysis of the existing system showed that while departments perform their tasks with quality, there is no unified coordination mechanism for ranking indicators. For example, data on scientific publications is formed in the

³⁰ Compiled by the author based on research results.

Scientific Activity Department, information on international co-authorship is collected in the International Relations Department; data on student satisfaction and teaching quality is under the responsibility of the Quality Assurance Department. This situation leads to the absence of a centralized data pipeline necessary for ranking monitoring.

To solve this problem, an integrated strategic management architecture was developed. This architecture does not reject the university’s existing management system; on the contrary, it modernizes it through horizontal integration, centralization of the database, and speed of decision-making in accordance with ranking requirements.



NEW UZBEKISTAN UNIVERSITY'S RANKING-ORIENTED STRATEGIC MANAGEMENT ARCHITECTURE

Figure 5. NUU’s ranking-oriented strategic management architecture³¹

As can be seen from the figure data, the architecture consists of five supporting institutions. The first is the Strategic Governance Council, which performs the tasks of determining priority directions according to THE indicators, approving targeted KPIs across faculties, and strategically managing resource allocation. The second is the Research & Innovation Steering Committee, which is responsible for forming publication policy in high-impact journals, strengthening international co-authorship, and monitoring doctoral pipeline quality. The third is the International Partnerships Board, which develops strategies for creating joint programs with global universities, increasing international faculty share, and

³¹ Compiled by the author based on research results.

attracting international student flow. The fourth is the Ranking Analytics Unit, which performs the tasks of collecting data on Scopus/WoS publications, citation impact, grants, and international cooperation, automatically calculating KPIs across faculties, and preparing the annual THE data submission process.

The fifth and most innovative mechanism is the DRD (Digital Ranking Dashboard), which provides real-time monitoring of all university indicators. DRD consists of the following modules: scientific publications panel (Scopus integration), Citations tracking, international faculty and international student module, grants and startups monitoring, KPI tracker by faculties, budget and resource allocation model linked to indicators. DRD dramatically increases the practical efficiency of ranking management because data collection is carried out systematically, not manually. As a localized analog of platforms such as THE DataPoints and QS Insight Suite used at global universities, DRD creates a strategic advantage for the university.

For effective operation of the management architecture, a KPI system corresponding to THE indicators was developed (Table 6).

Table 6

KPI system corresponding to THE indicators for NUU³²

THE block	KPI name	Measurement unit	Responsible department	Monitoring
Research Quality	Share of publications in Q1/Q2 journals	%	Scientific Activity Department	Quarterly
Research Quality	International co-authorship share	%	R&I Committee	Quarterly
Research Environment	Grants portfolio volume	USD	Grants Department	Quarterly
Research Environment	Doctoral pipeline efficiency	%	PhD Office	Annual
Citations	Citation growth index	%	Scientific Department	Semi-annual
Teaching	Student satisfaction	Score	Quality Assurance Department	Annual
Teaching	International faculty share	%	International Office	Quarterly
International Outlook	International students share	%	IPB	Semi-annual
International Outlook	Number of joint scientific projects	Units	IPB	Quarterly
Industry Income	Commercialization income	USD	Innovation Hub	Semi-annual

³² Compiled by the author based on research results.

The KPI system covers all main blocks of THE indicators. For each KPI, a specific measurement unit, responsible department, and monitoring frequency are defined. This clearly distributes responsibility for indicators, improves inter-departmental coordination, and ensures real-time monitoring through DRD.

The proposed management architecture, KPI system, and DRD platform require a certain amount of investment for effective operation. International benchmarking analyses show that young universities have spent an average of 0.8–1.0 million USD annually to increase the share of publications in Q1/Q2 journals, 0.4–0.6 million USD to increase international faculty share, and 70–120 thousand USD to implement digital analytics platforms. According to the model developed by the author, the annual investment requirement of the ranking strategy for NUU was estimated at around 2.0–2.5 million USD, with distribution as follows: 35–40 percent for Research Quality direction, 25–30 percent for International Outlook direction, 15–20 percent for Industry Income direction, and 15–20 percent for Teaching and management infrastructure.

Overall, the research results conducted in the third chapter confirmed that NUU has the necessary institutional capacity for entering THE ranking. The synergy of management architecture, DRD, and KPI system is the main institutional driver of sustainable ranking growth for young universities and creates the necessary conditions for NUU to occupy a competitive position in the global academic field by 2030.

CONCLUSION

The research conducted on investigating strategic management mechanisms for improving international ranking indicators of higher education institutions led to the following conclusions:

1. The theoretical foundations of international rankings methodology, particularly THE ranking blocks – research quality, research environment, citations, international outlook, industry income – showed that multidisciplinary management mechanisms are required in the university's strategic development process. Modern universities should be formed not only as teaching institutions but also as innovative ecosystems and economic value-creating institutions in accordance with the entrepreneurial university model.

2. Global growth trajectories designed for new universities (experience of KAUST, NTU, PSL, POSTECH) confirm that ranking results growth is directly linked to management system quality. The main growth factors in these universities are: publication policy targeting Q1–Q2 journals, increase in international co-authorship, institutionalization of visiting professors policy, and implementation of integrated management architecture.

3. Analysis of NUU's management system showed that while scientific-innovative capacity is being formed at the university, the ranking process exists in the form of a fragmented management model. The lack of clearly defined responsibility for indicators and the separation of data across departments has been limiting the achievement of sustainable results in ranking monitoring.

4. The main mechanism determining the competitiveness of modern universities is the deep implementation of data-driven management principles. Through digital management platforms, the opportunity arises for real-time monitoring of indicators, forecasting, and optimizing resource allocation. This principle forms the central foundation of the proposed DRD (Digital Ranking Dashboard) concept.

5. The three-level KPI system (university – faculty – department) developed in accordance with THE methodology ensures clear linkage of responsibility for indicators and result-oriented management. This not only strengthens the internal motivation mechanism but also creates conditions for growth in indicators that directly affect ranking results.

6. A resource optimization model was developed for NUU. Based on THE indicator weights and benchmarking indicators, optimal resource distribution was determined: scientific publication quality – 35%, international cooperation – 28%, scientific infrastructure – 20%, digital monitoring – 10%, global branding – 7%.

7. Economic risk analysis of the ranking strategy was developed. Risks were assessed in five categories: macroeconomic, institutional-financial, operational, technological, and behavioral risks. Management mechanisms were proposed for each risk, enabling the formation of ranking strategy based on risk-return balance.

The following practical proposals and recommendations are put forward for studying strategic management mechanisms for improving international ranking indicators of higher education institutions, analyzing results, and improving their specific mechanisms:

1. It is advisable to implement integrated management architecture at the university: a system consisting of Strategic Governance Council, Research & Innovation Committee, International Partnerships Board, Ranking Analytics Center, and DRD platform clearly defines responsibility for indicators and increases decision-making speed.

2. It is recommended to fully integrate the DRD platform with Scopus, Web of Science, ORCID, and the university's internal databases, implement an early warning system, and establish real-time monitoring across faculties.

3. It is necessary to implement a KPI system adapted to THE methodology into practice, form an annual contract system based on KPIs, and create a result-based additional financing mechanism for faculties.

4. To strengthen scientific capacity, it is required to expand joint research projects with international scientific teams, develop an annual publication plan for each faculty, and implement a strategy for increasing citations.

5. To strengthen international outlook, it is advisable to systematize visiting professors policy based on 1–3 year contracts, expand dual degree programs, and create a coordinators structure for international grants.

6. It is recommended to form a result-oriented management culture by implementing 5–15% additional financing for faculties based on KPI fulfillment, bonuses for faculty members, and an internal grants system.

7. It is required to strengthen normative-legal foundations by incorporating responsibility for indicators and the KPI system into university regulations, developing official regulations for the DRD platform, and approving procedures for supporting scientific activities.

**НАУЧНЫЙ СОВЕТ PhD.03/07.07.2025.I.192.02 ПО ПРИСУЖДЕНИЮ УЧЕНОЙ
СТЕПЕНИ ДОКТОРА ФИЛОСОФИИ (PhD) ПО ЭКОНОМИЧЕСКИМ
НАУКАМ ПРИ УНИВЕРСИТЕТЕ НОВЫЙ УЗБЕКИСТАН ПРИ АГЕНТСТВЕ
СПЕЦИАЛИЗИРОВАННЫХ ОБРАЗОВАТЕЛЬНЫХ УЧРЕЖДЕНИЙ ПРИ
МИНИСТЕРСТВЕ ДОШКОЛЬНОГО И ШКОЛЬНОГО ОБРАЗОВАНИЯ
РЕСПУБЛИКИ УЗБЕКИСТАН**

УНИВЕРСИТЕТ НОВЫЙ УЗБЕКИСТАН

МАМАЖОНОВА МУХЛИСАХОН МУЗАФФАР КИЗИ

**СТРАТЕГИЧЕСКИЕ МЕХАНИЗМЫ УПРАВЛЕНИЯ ПОВЫШЕНИЕМ
ПОКАЗАТЕЛЕЙ МЕЖДУНАРОДНЫХ РЕЙТИНГОВ ВЫСШИХ
УЧЕБНЫХ ЗАВЕДЕНИЙ**

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АВТОРЕФЕРАТ
диссертации доктора философии (PhD) по экономическим наукам

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Тема диссертации доктора философии (PhD) зарегистрирована в Высшей аттестационной комиссии при Министерстве высшего образования, науки и инноваций Республики Узбекистан под номером B2025.1.PhD/Iqt5216

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Цель исследовательской работы заключается в разработке научно обоснованных предложений и рекомендаций по совершенствованию стратегических механизмов управления, направленных на повышение показателей международных рейтингов высших учебных заведений.

Задачи исследования:

систематическое изучение теоретических и методологических основ международных университетских рейтингов (THE, QS, ARWU) и анализ их влияния на развитие системы высшего образования;

изучение успешного опыта новых и быстро развивающихся университетов в международных рейтингах и проведение сравнительного анализа на основе бенчмаркинга;

сравнение текущих показателей деятельности Университета Новый Узбекистан с критериями международных рейтингов и выявление пробелов развития на основе «gap analysis»;

разработка стратегической системы KPI на основе критериев SMART, направленной на обеспечение вхождения университета в международные рейтинги;

предложение механизмов управления репутацией (Reputation Management Framework), направленных на повышение научной деятельности, международного сотрудничества и академического престижа;

разработка стратегической дорожной карты на 2025–2030 годы, направленной на обеспечение вхождения Университета Новый Узбекистан в международные рейтинги;

разработка модели специальной организационной структуры – Отдела рейтингов и институциональных исследований (Rankings & Institutional Research Office) – для регулярного мониторинга, анализа и управления рейтинговыми показателями, а также обоснование её функциональных механизмов;

обоснование возможностей применения опыта Университета Новый Узбекистан в других высших учебных заведениях и разработка научных предложений и практических рекомендаций.

Объект исследования – процессы и механизмы управления, направленные на обеспечение участия Университета Новый Узбекистан в международных рейтингах.

Предмет исследования – стратегические механизмы управления, системы индикаторов и основы KPI, обеспечивающие эффективное участие университетов в международных рейтингах.

Научная новизна исследования заключается в следующем:

усовершенствована система стратегического управления высшими учебными заведениями на основе индикаторов методологии THE World University Rankings посредством формирования индикаторной архитектуры стратегического управления, предусматривающей комплексную оценку

деятельности университета в разрезе образовательной, научно-исследовательской и инновационной направленности.

усовершенствован научный подход к формированию рейтинг-ориентированных управленческих решений, основанный на выявлении институциональных различий в составе индикаторов и весовых коэффициентов международных университетских рейтингов THE, QS и ARWU, что позволяет дифференцированно формировать стратегическое поведение университетов и обоснованно перераспределять приоритеты образовательной, научно-исследовательской и инновационной деятельности с учётом специфики каждого рейтинга.

усовершенствован рейтинг-ориентированный подход к стратегическому управлению университетами на основе сравнительного анализа средних значений индикаторов THE World University Rankings новых (≤ 50 лет) и традиционных (> 100 лет) университетов, в результате которого обосновано, что относительное отставание новых университетов по показателям качества преподавания ($-10,2\%$) и научных исследований ($-8,3\%$) компенсируется их преимуществами по уровню научной цитируемости ($+8,5\%$) и международной представленности ($+8,1\%$), что требует учёта баланса данных индикаторов при разработке стратегий повышения рейтинговых позиций.

усовершенствована архитектура стратегического управления высшими учебными заведениями на основе формирования рейтинг-ориентированной системы KPI, полученной путём декомпозиции ключевых блоков методологии THE World University Rankings (качество исследований, исследовательская среда, уровень научной цитируемости, качество преподавания, международная представленность и доходы от сотрудничества с промышленностью) в разрезе институциональных задач, с определением для каждого индикатора конкретных показателей эффективности, единиц измерения, ответственных структурных подразделений и периодичности мониторинга, а также их увязкой со стратегическими управленческими решениями посредством цифровых инструментов рейтинг-мониторинга.

Научная и практическая значимость результатов исследования.

Научная значимость результатов исследования заключается в том, что в диссертации проанализированы вопросы обеспечения участия высших учебных заведений в международных рейтингах, в частности THE World University Rankings, на основе комплексного подхода с позиции стратегического управления. Разработанная модель сравнительного анализа и выявления пробелов развития, интегрированная система ключевых показателей, модель управления репутацией университета и рейтинг-ориентированная архитектура управления расширяют теоретико-методологические основы управления рейтинговыми показателями на институциональном уровне в высших учебных заведениях.

Практическая значимость исследования заключается в том, что его результаты могут быть использованы при разработке и реализации стратегических решений, программ, политик, дорожных карт и планов

мероприятий по повышению показателей международных рейтингов высших учебных заведений. Стратегическая дорожная карта развития до 2030 года, модель отдела рейтингов и институциональных исследований, а также цифровая панель мониторинга рейтингов, предложенные в исследовании, могут быть внедрены в практику управления университетами.

Внедрение результатов исследования. На основе научных предложений и практических рекомендаций, разработанных в рамках данной диссертации, в практику были внедрены следующие результаты:

на основе индикаторной архитектуры стратегического управления, разработанной для совершенствования системы стратегического управления высшими учебными заведениями с опорой на индикаторы методологии THE World University Rankings, в практику внедрены механизмы оценки деятельности университетов по образовательным, научно-исследовательским и инновационным направлениям. В рамках данного подхода стратегические управленческие решения, ориентированные на развитие в модели «Entrepreneurial university» (предпринимательский университет) и соответствующие рейтинг-индикаторам, были использованы в деятельности Ташкентского государственного экономического университета, Национального университета Узбекистана, Ташкентского химико-технологического института, Ташкентского государственного технического университета, а также Самаркандского государственного университета в процессах повышения их международного рейтингового статуса (справка Министерства высшего образования, науки и инноваций Республики Узбекистан от 17 декабря 2025 года № 02/17-2025-99).

на основе усовершенствованного научного подхода к формированию рейтинг-ориентированного стратегического поведения с учётом институциональных различий в составе индикаторов и весовых коэффициентов методологий международных рейтингов THE, QS и ARWU в практику внедрены рейтинг-специфичные управленческие решения, направленные на перераспределение приоритетов образовательной, научно-исследовательской и инновационной деятельности. Данные научные предложения были использованы в деятельности Национального педагогического университета Узбекистана имени Низами, Чирчикского государственного университета и Джизакского государственного педагогического университета при совершенствовании стратегического управления, координации научно-исследовательской и инновационной деятельности, а также внедрении принципов data-driven management. Кроме того, указанный подход был применён в процессе совершенствования системы управления высшими педагогическими образовательными организациями, предусмотренном Указом Президента Республики Узбекистан от 28 апреля 2025 года № PF-73 (справка Министерства дошкольного и школьного образования Республики Узбекистан от 12 декабря 2025 года № 03-33-3587).

научные предложения по формированию рейтинг-ориентированной системы KPI на основе декомпозиции ключевых блоков методологии THE

World University Rankings в разрезе институциональных задач, а также по увязке данных KPI со стратегическими управленческими решениями посредством цифровых инструментов рейтинг-мониторинга были использованы Национальным агентством по обеспечению качества образования при оценке рейтинговых показателей высших учебных заведений, совершенствовании мониторинга индикаторов и разработке методологической модели национальной системы рейтинговых индикаторов и рейтинговой платформы (справка Агентства от 16 декабря 2025 года № 03/18-144).

модель Benchmarking–Gap Analysis, основанная на выявлении различий между показателями новых (≤ 50 лет) и традиционных (> 100 лет) университетов, была применена в качестве практического аналитического инструмента в рамках совершенствования рейтинг-ориентированного подхода к стратегическому управлению. На основе данной модели Национальным педагогическим университетом Узбекистана имени Низами были разработаны управленческие решения по определению стратегии вхождения Университета «Новый Узбекистан» в международные рейтинги, выявлению приоритетных направлений и сокращению разрывов в развитии (справка от 18 декабря 2025 года № 11-05-7129/01).

Апробация результатов исследования. Результаты диссертационного исследования были представлены и одобрены в форме докладов на 6 научно-практических конференциях, в том числе 4 международных и 2 республиканских.

Опубликованность результатов исследования. По теме диссертации опубликовано всего 13 научных работ. Из них 7 статей опубликованы в научных журналах, рекомендованных Высшей аттестационной комиссией Республики Узбекистан для публикации основных научных результатов докторских диссертаций (3 в республиканских и 4 в зарубежных журналах), а также статьи в сборниках 4 международных и 2 республиканских научно-практических конференций.

Структура и объём диссертации. Диссертация состоит из введения, трёх глав, заключения и списка использованной литературы. Объём диссертации составляет 220 страниц.

E'LON QILINGAN ISHLAR RO'YXATI
LIST OF PUBLISHED WORKS
СПИСОК ОПУБЛИКОВАННЫХ РАБОТ
I bo'lim (Part I; I часть)

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II bo'lim (Part II; II часть;)

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10. Mamajonova M.M. Financial sustainability models for ranking Advancement: balancing investment and impact // International Conference on Global Studies. – Spain, 2025. – P. 141-152.

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