

## ISSUES OF IMPLEMENTATION OF THE UNIVERSITY 3.0 CONCEPT IN UZBEKISTAN

**Zamir Islomovich Jumakulov**

*Fergana State University, department of Accounting and Economic Analysis, candidate of economic sciences, associated professor*

**Anvar Mamayunusovich Madaminov**

*Fergana State University, department of Accounting and Economic Analysis, senior teacher*

### ARTICLE INFO.

#### Keywords:

"University-3" concept,  
entrepreneurial university, financial  
independence, state budget,  
endowment funds, development  
fund, expenditure group.

### Abstract

In the article, based on the results of the two-year experience of higher educational institutions transferred to financial independence, based on the analysis of their financial and economic indicators, conclusions are made to reveal the main problems and directions for solving them in the implementation of the "University-3" concept in Uzbekistan.

<http://www.gospodarkainnowacje.pl/> © 2022 LWAB.

In the Decree of the President of the Republic of Uzbekistan "On the approval of the concept of the development of the higher education system of the Republic of Uzbekistan until 2030" of October 8, 2019 No. PF-5847, it is necessary to determine the priority directions of the systematic reform of higher education in the Republic of Uzbekistan, independent thinkers with modern knowledge and high moral and ethical qualities. raising the process of training highly qualified personnel to a new level in terms of quality, In order to develop the social sphere and economic sectors, the task of gradually introducing the "University 3.0" concept, which envisages the interdependence of the activities of commercialization of the results of education, science, innovation and scientific research, was determined modernization of higher education, based on advanced educational technologies.

The concept of "University 3.0" emerged in the 50th of the last century as a modern university based on entrepreneurship. A modern university is an active, multifaceted and effective institution of society, which must solve three major tasks - educational, scientific and innovative entrepreneurship in turn, it enables the university to become a center of socio-economic development.

Entrepreneurial University has a multi-channel system of financing its activities, the main sources of which are the implementation of educational services, publishing and selling of educational and methodological literature, finding funds from business by attracting joint commercial projects, establishing endowment (charitable investment) funds, etc.

Today, the use of funds from endowment investment funds is of great importance in entrepreneurial universities.

Endowment funds (English endowment - contribution, gift, and donation) are a form of attraction and

use of long-term funds for certain purposes, which are usually socially important.

The endowment fund is created at the expense of voluntary donations of legal entities and individuals and consists of an intangible part, which is invested in financial assets and is a guarantee for the future use of cash funds and income from investing the principal sum of the target capital.

Today, commercial universities in different countries use 3 endowment models - Anglo-Saxon, European and Asian. The English model of endowments is used in universities in the USA, Australia, Canada, Great Britain and New Zealand. This model takes the full use of university endowments as an important factor in ensuring the competitiveness of the university and includes the formation of the largest target funds.

In particular, in 2012, the size of the endowment fund at Harvard University was 30.7 billion, Yale University 19.2 billion, Princeton University 17.4 billion, Stanford University 17.0 billion, Massachusetts Institute of Technology 10.1 billion. made up the dollar.<sup>1</sup>

We know that in accordance with the decision of the President of the Republic of Uzbekistan "On measures to introduce new principles of management in the system of higher and secondary special education" dated July 11, 2019 No. According to the Decision No. PQ-61 of December 24, 2021 "On measures to provide financial independence to institutions", starting from January 1, 2022, another 25 total of 35 higher education institutions were transferred to the self-financing system.

It can be seen from the analysis that in 2019, the funds allocated for the financing of HEIs from the budget made up 14.8 percent of the total funds. Due to the transition to financial independence in 2020, the share of budget funds in all HEIs decreased and averaged 14.7 percent.

The share of receipts from payment-contract funds increased from 83.4 percent to 84.7 percent, or 1.3 points. This was mainly due to the increase in the number of admitted students. It should be noted that the fact that the amount of the contract fee for students has not changed for the past two years has created financial difficulties for many HEIs. At the same time, the introduction of the mechanism of increased contract payments made it possible to solve these problems to a certain extent.

Another one of the financial resources of HEIs is the funds of the development funds of HEIs. Today, the share of these funds is not very large, in 2019 it averaged 1.8 percent and in 2020 it was 0.6 percent. It can be seen from the analysis that the amount and share of development fund funds are different in different HEIs. But the experiences of foreign countries show that the funds of this fund should become one of the main financial sources in the future for the development of HEIs based on today's requirements.

The introduction of the "University 3.0" concept in higher education institutions requires the management of educational institutions to pay more attention to the attraction of extra budget funds to finance the educational process. But the share of these funds in the total income of the HEIs is not so big as we mentioned above.

In our opinion, some of the existing problems in these areas prevent the increase of the income of extrabudgetary funds from these directions:

- mechanisms encouraging enterprises to patronize (system of privileges, moral incentives, material and moral benefit) are insufficiently available or not improved;
- The lack of classrooms in HEIs, the existence of a 2-shift educational process does not allow them to organize and develop paid educational services in various directions;

---

<sup>1</sup> Sh. Mustafagulov. Current issues of attracting investments to higher education institutions of the Republic of Uzbekistan. T., 2019y.

Based on the above, the current stage of development of higher education institutions requires the management of educational institutions to pay more attention to the attraction of extra budget funds to finance the educational process. For this reason, it is appropriate for HEIs in our republic to diversify their activities, taking into account the prospective directions of off-budget financing.

## REFERENCES

1. Decision PQ-4391 dated July 11, 2019 of the President of the Republic of Uzbekistan "On measures to introduce new principles of management into the system of higher and secondary special education" [www.lex.uz](http://www.lex.uz)
2. UniCEN. Central Asia University Partners Program. Access to US higher education. <https://unicen.americancouncils.org>
3. Sh. Mustafagulov. Current issues of attracting investments to higher education institutions of the Republic of Uzbekistan. T., 2019y.
4. Jumakulov, Z., & Kunduzova, Q. I. (2021). Financial Independence in the Higher Education System of the Republic of Uzbekistan: Results and Conclusions. *Middle European Scientific Bulletin*, 19, 236-241.
5. Жумақулов, З. И., & Кундузова, Қ. И. (2020). Қишлоқ хўжалигини ривожлантириш ва озиковқат хавфсизлигини таъминлаш. In *Минтақа Иқтисодиётини Инвестициялашнинг Молиявий-Ҳуқуқий Ва Инновацион Жиҳатлари* (pp. 604-608).
6. Kunduzova, K. I. (2022). СОВЕРШЕНСТВОВАНИИ ГОСУДАРСТВЕННОГО ФИНАНСОВОГО КОНТРОЛЯ. *ZAMONAVIY FAN, TA'LIM VA ISHLAB CHIQRISH MUAMMOLARINING INNOVATSION YECHIMLARI*, 88–91. Retrieved from <http://conf.sciencebox.uz/index.php/zamonaviy/article/view/128>
7. Жураева, Н. К. (2021). НЕКОТОРЫЕ АСПЕКТЫ СОВЕРШЕНСТВОВАНИЯ УПРАВЛЕНЧЕСКИХ МЕХАНИЗМОВ ЖИЛИЩНО-КОММУНАЛЬНЫХ УСЛУГ В УЗБЕКИСТАНЕ. *Бюллетень науки и практики*, 7(12), 246-255.
8. Жураева, Н. К. (2021). К Проблемам совершенствования экономических моделей управления предприятием. In *Материалы международной научно-практической конференции, г. Вологда, 31 августа 2021 г* (p. 12).
9. Жураева, Н. К. (2021). Уй-жой коммунал хизматлари соҳаси фаолиятини бошқариш механизмларини такомиллаштириш. *Хоразм Маъмун академияси ахборотномаси*, (6), 152.
10. JURAEVA, N. K. (2021). THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF HOUSING AND COMMUNAL SERVICES MANAGEMENT. *THEORETICAL & APPLIED SCIENCE Учредители: Теоретическая и прикладная наука*, (9), 10-16.
11. Жураева, Н. К. (2020). Показатели оценки эффективности оказания услуг в жилищно-коммунальном хозяйстве. *Наука сегодня: факты, тенденции, прогнозы [Текст]: материа*, 29.
12. Goziev, M. (2022). IMPROVING INNOVATION AND INVESTMENT CAPACITY MANAGEMENT MECHANISMS IN THE CONSTRUCTION INDUSTRY. *INTERNATIONAL JOURNAL OF SOCIAL SCIENCE & INTERDISCIPLINARY RESEARCH* ISSN: 2277-3630 Impact factor: 7.429, 11(02), 85-89.
13. Гофуров, А., & Гозиев, М. Ш. (2020). НАУКА И ИННОВАЦИИ–ОСНОВА РАЗВИТИЯ ИНТЕЛЛЕКТУАЛЬНОГО ПОТЕНЦИАЛА. In *МИНТАҚА ИҚТИСОДИЁТИНИ ИНВЕСТИЦИЯЛАШНИНГ МОЛИЯВИЙ-ҲУҚУҚИЙ ВА ИННОВАЦИОН ЖИҲАТЛАРИ* (pp. 127-130).
14. Муминова, Э. А., & Гозиев, М. Ш. (2017). УПРАВЛЕНИЕ КРЕДИТНЫМИ РИСКАМИ И ФАКТОРЫ, ВЛИЯЮЩИЕ НА КРЕДИТОВАНИЕ ИПОТЕКИ. *Ученый XXI века*, 98.