

STRATEGIC MANAGEMENT IN EDUCATION: PROBLEMS AND SOLUTIONS**Dilnoza Musakulovna Kambarova***Department of Applied Sciences, Faculty of English Language,**Uzbekistan State World Languages University (UzSWLU)*

Annotation: This article analyzes the theoretical foundations, practical state, and development prospects of strategic management in the education system. The study examines such problems as the formalization of strategic planning processes, the shortage of resources and personnel, the weakness of the monitoring system, and obstacles in the implementation of innovative approaches. The article also proposes key solutions for improving strategic management in the field of education - a systemic management approach, improving the qualifications of managers and leaders, implementing digital monitoring systems, and strengthening cooperation between the state, the private sector, and international organizations.

Keywords: strategic management, education system, strategic planning, monitoring, innovation, management, quality of education, personnel potential, cooperation, digital transformation.

In today's era of globalization and technological changes, the importance of strategic management in the education system is increasing. Educational institutions are now viewed not only as knowledge-providing organizations but also as strategic entities that determine long-term development directions, effectively allocate resources, and adapt their activities to changing conditions. Strategic management is an important tool for ensuring effective management in the education system, increasing competitiveness, rational use of resources, and introducing innovative approaches. Therefore, the presence of strategic management in educational institutions determines the pace of their development, quality indicators, and the level of adaptation to the needs of society.

The purpose of this article is to analyze the theoretical foundations and practical aspects of strategic management in the education system, identify existing problems, and show ways to eliminate them. The study examines such issues as insufficient implementation of strategic planning, shortage of resources and qualified personnel, weakness of monitoring and evaluation systems, as well as barriers to the implementation of innovative approaches. The article is aimed at revealing the role and importance of strategic management in ensuring the sustainable development of the education system.

Strategic management is the process of setting long-term goals for an organization, analyzing the external and internal environment, coordinating resources, and evaluating results. Strategic management in the field of education includes not only making management decisions, but also effective management of the educational process, scientific activity, and social cooperation. An educational strategy is a plan that defines the goals, priorities of the education system and the mechanisms for their implementation, combining such components as curricula, personnel policy, financing, and quality control. The development strategy includes economic, social, and institutional measures aimed at ensuring long-term growth and stability of the education system.

These concepts are interconnected and form the theoretical basis of comprehensive and strategic management of the education system.

Strategic management is the process of effectively directing the organization's activities in the long term, analyzing external and internal factors, setting specific goals, and developing strategies for achieving them. It includes such functions as the theoretical foundations of management, planning, organization, coordination, and control. Although the concept of strategic management was formed in corporate governance in the second half of the 20th century, today it has also become an important management principle for the education system. This approach allows ensuring the long-term development of the organization, creating a competitive advantage, and adapting to the changing external environment.

A number of analytical models are used in the theory of strategic management. Through SWOT analysis, the internal strengths and weaknesses of the educational institution, as well as external opportunities and threats, are identified. PEST analysis helps to assess the impact of political, economic, social, and technological factors on the education system. Balanced Scorecard (a system of balanced indicators) allows linking strategic goals with specific results, measuring and evaluating them. These models serve as an effective tool for educational institutions in comprehensively assessing their activities and directing resources towards strategic goals.

Strategic management in the field of education is an important component of state policy. In the context of Uzbekistan, such areas as the modernization of the education system, the introduction of digital technologies, and participation in international rankings are practical manifestations of strategic management. Strategic management in universities and schools is carried out by improving curricula, developing research activities, increasing personnel potential, and strengthening the material and technical base. In this case, strategic planning should become a management culture oriented not only in the form of a document, but also towards practical results.

The experience of developed countries shows that strategic management is crucial for the sustainable development of the education system. For example, the Finnish education system has adapted curricula to the requirements of the labor market through strategic planning; In Great Britain, universities independently develop their development strategies and implement a performance-based financial system; In the USA, educational institutions have achieved increased competitiveness by combining strategic management with innovative approaches and research potential. These experiences show that strategic management is not only a means of organizational management, but also a key mechanism contributing to improving the quality of education and the development of society.

Strategic management in the education system of Uzbekistan has become one of the important directions of state policy in recent years. Large-scale reforms are being carried out in the country to modernize the education system, adapt it to international standards, and introduce a digital management system through programs such as the Law "On Education," the "Science and Innovation Development Strategy," and the "New Uzbekistan - Development Strategy." However, these reforms do not give full and systematic results at all stages of strategic management. Although most educational institutions have a strategic plan, it is often not fully applied in real practice. This creates a discrepancy between the planned goals and the achieved results.

First of all, the problem of formalization of the strategic planning process is observed. Many educational institutions prepare strategic documents as reports to higher organizations, but their content is not sufficiently integrated into practical management decisions. As a result, the strategic plan is not actively used in the internal management system of the educational institution, but is considered as a means of fulfilling official requirements.

The second problem is the lack of resources and qualified personnel. For the effective implementation of strategic management, professional managers, analysts, and leading personnel with strategic thinking are necessary. In many schools and universities, there are few specialists with sufficient experience in this area, as a result of which strategic planning is carried out superficially. Financial resources are also often directed towards short-term goals, which makes it difficult to sustainably implement long-term strategies.

Another serious issue is the weakness of the monitoring and performance evaluation system. In many educational institutions, the level of achievement of strategic goals is not regularly measured, as a result of which gaps arise between strategy and practical activity. The lack of clear criteria for evaluation systems, as well as the limited availability of digital analysis tools, hinder the accurate measurement of effectiveness.

There are also obstacles to the practical implementation of innovative ideas. Although innovative projects and digital platforms are actively promoted in education, their practical implementation is often slow due to a lack of infrastructure, technical capabilities, and qualifications. Caution regarding changes in the education system and adherence to traditional approaches also hinder the rapid implementation of innovations.

In general, although the regulatory, legal, and institutional foundations of strategic management have been created in the education system of Uzbekistan, it has not yet been fully formed in practice. The main problems - formalized planning, resource scarcity, weak monitoring of efficiency, and difficulties in implementing innovations - hinder the full functioning of strategic management. Therefore, an important factor in the development of strategic management remains a systematic approach, increasing personnel potential, and forming a culture of management oriented towards effectiveness. Effective implementation of strategic management in the education system requires, first of all, a systematic approach. For this, it is necessary to strengthen the principles of strategic management in an institutional form at the level of educational policy.

Increasing human resource potential is crucial for strengthening strategic management. For this, it is necessary to organize regular professional development programs for managers and teachers in educational institutions on management, leadership, strategic planning, and change management. Through such programs, personnel not only develop management skills, but also form a culture of innovative thinking and strategic decision-making in their activities. Strengthening the strategic thinking of managers, in turn, has a positive impact on the effectiveness of the entire education system.

Strengthening the monitoring and analysis system is also an integral part of strategic management. To assess effectiveness, it is necessary to widely use modern digital technologies, electronic management platforms, and data analysis tools. This makes it possible to accurately measure the level of achievement of planned goals in the educational process, identify problem

points, and make operational management decisions. It is also advisable to establish an open reporting system on strategic results in each educational institution, thereby strengthening the principles of transparency and accountability.

Cooperation plays a significant role in the strategic development of the education system. It is necessary to establish effective partnership mechanisms between government bodies, the private sector, and international organizations. Through international exchange of experience, grant programs, joint scientific projects, and innovation centers, educational institutions can bring their strategies closer to global standards. Also, the participation of NGOs and civil society institutions in the processes of forming and implementing educational strategies makes the system more inclusive and effective.

In conclusion, the effective implementation of strategic management in the education system is an important factor in sustainable development. Despite the fact that the regulatory framework for strategic management has been created in the education system of Uzbekistan, in practice there are still a number of problems - the formalization of strategic planning, the lack of resources and qualifications, the weakness of the performance evaluation system, and obstacles to the practical application of innovations. To eliminate these problems, it is necessary to implement a systematic approach, increase human resources, widely introduce digital analytics tools, and develop public-private partnerships. Strategic management is important not only as a means of management, but also as the main mechanism for improving the quality of education, ensuring effectiveness, and strengthening global competitiveness.

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