



of the higher education system of the Republic of Uzbekistan into a hub for the implementation of international educational programs in Central Asia;

- increasing the investment attractiveness of higher education, attracting foreign educational and scientific technologies etc.

A turning point for the higher education system was a video conference held under the chairmanship of the President on June 16 of this year, dedicated to the priority tasks for the development of the higher education system. At the same time, the distinguished President outlined 4 priority tasks in this area:

first - increasing the role of the governing councils of higher educational institutions and expanding the powers of the profiling departments of universities

second - bringing the learning process in line with the requirements of the labour market, linking it with production and creating an environment in

which students can work on themselves;

third - increasing the scientific potential of universities, development of science and innovation;

fourth - a decrease in the amount of paperwork of teachers and students, as well as a sharp reduction in bureaucracy and corruption due to the digitalization of the sphere.

In these areas, designated by the head of the country, the Ministry of Higher Education has begun systematic work. For example, we have started to implement systems for digitalization of administrative processes and the transition to an interactive form of providing educational services.

In total there are developed and implemented **34 information systems**, including the higher education process management information system (HEMIS), an on-line system for accepting documents for magistracy, for transfer and restoration to study, a digital library

system, a system for organizing payment for a differentiated contract, and others.

The introduction of these information systems will allow educational institutions to save about **27 billion soums**. This makes it possible to submit documents in an online format for admission to higher, secondary special and professional educational institutions, organize the issuance of diplomas and certificates with a QR code to graduates, prevent falsification of diplomas, form a single electronic database of bachelor's and master's degrees, create a unified electronic library system.

Of course, there are many more examples of significant achievements of large-scale reforms in the higher education system, initiated at the initiative of the head of our state back in 2017. However, today, along with the build-up and objective acceleration of reforms, there is an acute issue of **maintaining the tempo and progressive nature** of systemic reforms.

A comprehensive analysis of the achievability of the tasks set at different levels, a systematic study of key aspects and the effectiveness of measures taken once again confirmed that the decisive factor in the effectiveness of reforms is the responsibility of leaders at all levels of the system, and the key to success **is executive discipline**.