

**INDUSTRY SPORTS HIGHER EDUCATION INSTITUTIONS: PROSPECTS FOR  
DEVELOPMENT AND MANAGEMENT TAKING INTO ACCOUNT THE  
PROGNOSTIC DYNAMICS OF THE SPHERE OF PHYSICAL CULTURE AND  
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Languages**ABSTRACT**

The article is devoted to the problems of management and innovative development of modern higher education in the sports field. The fundamental mission and strategic goal of the development of branch universities are formulated. On the basis of a predictive analysis of the industry development dynamics, a cluster structure that is resistant to evolving interactions of the external environment is proposed for the effective long-term development of a sports university. The outstripping immanent mechanisms of long-term development as a strategic goal of innovative management of a branch university are revealed.

*Keywords: sports industry, higher education, industry university, innovation policy in education, personnel potential in the field of sports.*

**INTRODUCTION**

The need for significant changes in the system of higher professional education at the beginning of the 21st century is due to the objective world processes of globalization, monopolization, informatization, a certain instability in international politics, the emergence of new socio-economic and socio-cultural trends in a post-industrial society. Ideas about the nature of education costs are changing, understanding of the "high profitability" of human capital is growing, the state proposes to position universities not as "educational cost centers", but as "research and educational profit centers". In this regard, the role of globalistic forecasting increases in the conditions of transformations and innovative renewal of society [1, 4, 5]. Uzbek structures belonging to the sports industry are also at the stage of large-scale transformations caused by the violation of the system of strategic stability that has developed in the world; changing nature of threats; new trends in the development of means and methods of geopolitical struggle.

**MAIN PART**

Today it is difficult to imagine a field of sports that limits its interest only to competitions and training processes, as it was in the 20th century. At the present stage, the sports sector is rapidly expanding, including a powerful sports industry that occupies a serious place in the global economy, a global information space that connects sports media, advertising and PR, a solid management apparatus at all levels (from international to municipal) . Under these conditions, it is the personnel potential of the industry, in this case, physical culture and sports, that affects its functioning, transformation and social status [3]. In order to answer the question, which is relevant for the development of sectoral education, how, in modern conditions, sports universities can not only ensure high professionalism and competitiveness of graduates, but also become "profitable educational and scientific centers", it is necessary to approach the management process from the position a cluster economic approach that combines elements of systemic innovative development and predictive dynamics of interaction between higher education, science, business and the state.

When implementing this approach, the fundamental mission of a sports university is to concentrate at the university as in a single scientific and educational complex of educational and research resources; creation of growth points in new directions in accordance with world trends in the global educational space and a long-term

forecast for the development of the sphere of physical culture and sports, which will allow, due to the synergy effect, to obtain a more favorable qualitative and economic effect aimed at strengthening the position of the university in the world and Uzbek educational community. The strategic goal of development will be further, in accordance with the Strategy for the development of physical culture and sports for the period until 2020, the development of the university to the level of world standards, fully providing the infrastructure of the physical culture and sports industry with specialists, with effective and practice-oriented scientific achievements, with a high level of education quality, comfortable working conditions for faculty and staff, opportunities for creative development and career growth.

The objective conditions for the development of education in the Uzbekistan today allow us to state a continuing reduction in the number of applicants and, accordingly, students. In connection with the objective data of the demographic crisis, the Ministry of Education and Science of the Uzbekistan, according to Minister D. Nabiyeu, is heading for a gradual transition "from a narrowly professional system of higher education to multi-sectoral large universities capable of working, including in butt, interdisciplinary areas through the formation of pivotal regional universities, this also applies to industry-specific universities"[2]. Any domestic sports university will be forced to respond to the challenges of the time by developing immanent mechanisms capable of ensuring the future of sports education. Among the most relevant trends for sports universities:

- reduction of budgetary financing of the education sector in the budget of Uzbekistan for the coming years due to the crisis in the economy, which makes the development of programs for the provision of educational services on a commercial basis more and more relevant (not to the detriment of the main mission of the university and without loss of quality), as well as search for grants and targeted programs for the scientific work of teaching staff;
- the emergence of professional standards and federal state educational standards 3 ++ in the face of serious problems in secondary vocational education and a general decline in the quality of training of university graduates in the country, which requires a serious reform of the systemic interaction of universities with potential employers;
- ever-increasing competition of universities in the world as part of entering the world educational space in the conditions of the information society, digital revolution, globalization of scientific and educational space;
- growing competition among universities for their inclusion in state programs, in the struggle for state orders in the Uzbek educational space;
- efforts of domestic universities to maintain strict indicators of effective sti and compliance with accreditation indicators;
- a decrease in the average general education level of school graduates, which is noted by many experts, a decrease in the motivation of applicants to receive higher education, the distribution of the most prepared to the most prestigious universities, which sets the task of the branch university to implement programs to increase the average USE score of applicants while maintaining enrollment.

Taking into account the objective problems and on the basis of a predictive analysis of the evolution of the sports sector, it is possible to single out 6 clusters for the prospective development of an industry sports university, each of which includes a number of the most popular areas of activity.

#### Cluster I-EDUCATIONAL ACTIVITIES:

1. Ensuring the quality of education within the framework of a multi-level industry system of continuous training of the coaching and teaching staff:

- RBM (SPO) - Bachelor's degree - Master's degree - Postgraduate studies - a system of additional education based on monitoring the labor market, taking into account the requests of the regions for education high quality services.
- 2. Formation of a list of professional competencies, taking into account the requirements of professional standards ("Head of a physical culture and sports organization", "Coach", "Instructor-methodist", "Athlete") and federal standards of sports training in a chosen sport.
- 3. Improving the list of specialties and areas of professional training in accordance with the needs of the field of physical culture and sports and the need to solve the priority state tasks of improving the health of the population of Uzbek: preparing a justification and the possibility of implementing the direction of preparing a bachelor's degree 49.03.04 "Sport" or specialties "Sport" with the qualification "Coach by sport". The need to develop this area of training is due to the introduction of the professional standard 05.003 "Coach" for the type of professional activity "Training of athletes".
- 4. Participation of branch universities in the formation of the state order for the training of specialists in the field of physical culture and sports: work with the Ministry of Sports of Uzbekistan and the Ministry of Education and Science of Uzbek to address the issues of regulation and distribution of control figures for the admission of citizens at the expense of the federal budget for the training of coaching staff (UGS "Physical Culture and Sports"), mainly to universities subordinate to the Ministry of Sports of Uzbekistan.
- 5. Comprehensive development of departments and strengthening their role as key cells of the educational and scientific process; improving the system of organizing the educational process with the involvement of IT to create comfortable working conditions for teaching staff.
- 6. Intensive development and implementation of e-learning technologies in the organization of the educational process and the educational process itself, which is the technological basis for the innovative development of the university, the development of distance learning programs to increase the competitiveness of the university.
- 7. Improving the system of advanced training of specialists in the field of physical culture and sports, professional retraining, taking into account modern requirements of the labor market, including:
  - expansion of professional development programs for industry specialists, primarily in the sports reserve training system, within the framework of 4-year training cycles with preliminary monitoring of the level of professional competence of employees;
  - work on the creation of a professional standard for specialists in physical culture and sports and recreational and tourist activities, the development of proposals for amending the legislation in this area;
  - creation of a system of certification of personnel for the preparation of a sports reserve (participation of representatives of the Ministry of Sports of Uzbekistan, sports federations by sport, representatives of industry universities and scientific organizations in the development of criteria and indicators for certification, certification of coaching staff, taking into account the stages of sports training) ;
  - provision and development of activities of the higher school of trainers.

#### **Cluster II - RESEARCH AND INNOVATION ACTIVITY:**

1. Optimization of the systemic and full-fledged administrative, legal and financial support that provides research and development of the teaching staff of the university.
2. Emphasis on the comprehensive scientific and practical support of the training and competitive process of the sports reserve teams in the areas of sports selection, systemic recovery, as well as the initiation of scientific projects in the field of applied research and development aimed at modernizing the sports reserve training system, methods scientific support for the development of sports in the regions of our country, scientific and

methodological support for national teams, advanced technologies for the recovery of athletes, rehabilitation, and medical support.

3. Development of a testing program for sports reserve teams in all sports, both in Tashkent and in the regions of Uzbekistan to improve the quality of scientific and practical support and organizational and methodological support of the sports reserve.

4. Inclusion in the training program for undergraduates, postgraduates of compulsory courses on comprehensive testing in different periods of the sports selection.

5. Active participation in federal targeted programs, scientific, scientific and technical programs and grant competitions held by ministries, departments and scientific foundations; support and development of scientific schools of the University.

6. Involvement of all University teachers in scientific activities, creation of conditions for expanding the publication activity of researchers and teaching staff, special attention to increasing citation indices.

## CONCLUSION

In modern political and socio-economic conditions, effective "survival" and development of sectoral education is possible only on the basis of promising long-term planning and competent management of a sports university, taking into account the predictive dynamics of the industry, attracting statistical data and economic analytics for strategic decisions, combining the traditional academic approach with innovative views and beliefs. The advanced management policy of the educational system, which is able to implement a cluster structure of activity and use immanent mechanisms, enables a sports university to most quickly and effectively respond not only to the current demands of the industry and the state, but also to get ahead of these requests, based on forecasts for the development of the industry. The synergistic effect of this strategy will enable a sports university, while retaining the best of what has already been accumulated and tested, to become at the same time fully modern, to take a leading position in the global educational and sports space.

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