

Areas of Application of "KPI" In Management of Higher Education Institutions

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Abstract: This article is devoted to the areas of application of "kpi" in the management of higher education institutions. KPIs are specific indicators that companies use to measure how well they are achieving their goals and implementing their strategy. Today, along with the need to improve the efficiency of higher education institutions, there is an increase in demands placed on students, teachers, researchers and management bodies. In this context, the use of key performance indicators (KPIs) serves as an important tool in the management of educational institutions.

Key words: Key performance indicators, strategic goals, efficiency, management



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INTRODUCTION

Modern higher education is facing global challenges such as rapid technological development, labor market needs and socio-economic variables. The KPI concept helps higher education institutions effectively adapt to these challenges and achieve their goals. Evaluation and monitoring of the quality of education is one of the important tasks for higher education institutions. The use of the KPI system allows to quickly measure and improve the quality of education, as well as to evaluate the effectiveness of educational programs and pedagogical staff .

Higher education institutions are faced with the need for limited financial resources and their optimal use. The use of KPIs allows effective management of finances, identification of excess costs and focus of efforts on priority areas.

Having a competitive advantage is also important in the fierce competition among higher education institutions . Using the KPI system allows you to identify and focus on the main aspects of development, which helps to increase the competitiveness of the university.

The use of KPIs in higher education leads to more effective management, better communication and transparency of processes. This helps support effective decision-making and makes the institution more accessible to all stakeholders.

Taking into account these factors, research in the field of KPI and the development of higher education institutions can bring practical benefits and contribute to the further development of education.

Analysis of literature

The peculiarities of using KPI in higher education institutions are highlighted by many foreign, CIS experts and local scientists based on different approaches in their scientific work.

Management systems based on KPI have been used abroad in one form or another for several decades. Peter Drucker is rightfully considered the founder of the system of evaluating the effectiveness of achieving goals through KPI. The technique of "Management by Objectives" appeared in the 1960s and 1970s, and was called "Management by Objectives" in the United States. The basic idea of this technique was proposed by Peter Drucker. It is known that the management approaches that existed at that time required immediate improvement. Using this technique, the personal achievements of each employee are evaluated, focusing on the results of the work performed by the employee during a certain period of time, usually a year.

However, the most widely used concept is the BSC (Balanced Scorecard) proposed by Harvard School of Economics professors David Norton and Robert Kaplan in 1990. The essence of this approach is to allocate strategic goals, establish

relationships with the company's operational goals and objectives, and monitor the achievement of these goals using key performance indicators (KPIs). The basis of the unified management concept is the BSC, and KPI is only its result.

Almost every KPI indicator of a higher education institution can be divided into a specific type of activity of scientific and pedagogical staff. Thus, the KPI of higher educational institutions is directly affected by the planning of scientific research activities of their activities, as a result of which personal goals are achieved. At the same time, administrative and management staff must perform the tasks of managing risks associated with the implementation of the activities of scientific and pedagogical staff, because they are responsible for the KPIs of higher education institutions.

Also, according to a study conducted by Polevaya M.V., employee performance evaluation and incentive systems should be related to the strategic goals of the educational institution, which is achieved by using a system of final key indicators.

According to the essence of KPI, indicators of achieving goals, as well as characteristics of business processes and the work efficiency of each employee, are defined as key indicators that measure the effectiveness of solutions for each task included in the strategic map.

Research methodology

The research, the analysis of existing literature related to the field, study of reports and data, as well as research methods of scientific abstraction, grouping, comparative and dynamic analysis were used.

Analysis and analysis of research results

Effective management system serving the development of higher education institutions is gaining importance in modern education. One of the tools widely used in management is KPI. These indicators play an important role in evaluating the activity of educational institutions and determining their long-term strategy.

KPI (Key Performance Indicators) is an indicator used to measure progress and achievement of goals in an organization or in a specific field of activity. In higher education, KPIs are taken into account to evaluate the quality and efficiency of the educational process, the fulfillment of the tasks assigned to teachers and students, as well as the achievement of educational and scientific goals.

Before determining the KPI, it is necessary to clearly formulate the goals and tasks to be achieved. KPIs should flow directly from these goals and be linked to the overall strategic plans of the higher education institution. KPIs should be directly related to the goals and strategies of the higher education institution. They should help measure the contribution to the achievement of these goals and help evaluate the effectiveness of the implemented activities and programs.

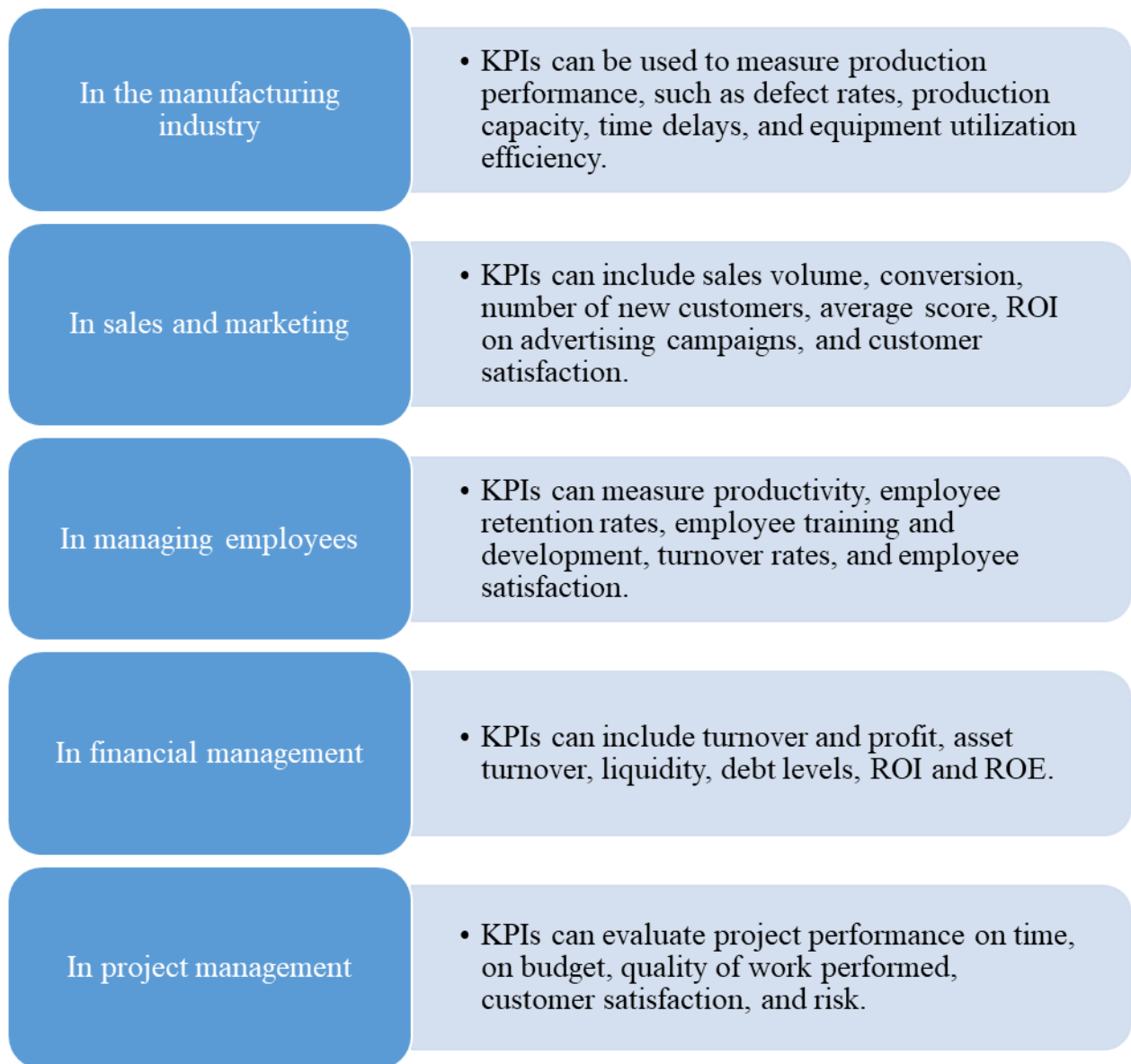


Figure 1. Application of KPIs in different areas of management

The use of KPI in the management of higher education institutions helps to set measures and indicators for the implementation of strategic goals, evaluate the effectiveness of actions and processes, analyze results and make informed decisions. It also helps to increase the openness of university governance to stakeholders, including students, teachers, administration and financial authorities.

It should be noted that for the successful implementation of the KPI system, it is necessary to collect and analyze data, determine the indicators sufficiently and monitor them continuously. In addition, it is necessary to ensure clear communication between staff and stakeholders regarding KPIs, their effective use and participation in achieving the university's goals.

The use of KPI in the management of higher education institutions serves to develop the university more efficiently, improve the quality of education and prepare graduates for the requirements of the modern labor market. It is an integral part of strategic management and allows monitoring and evaluating the effectiveness of the university's activities in various aspects.

Table 1

Areas of application of KPI in the management of higher education institutions		
No	Fields of application	The description of T
1.	Learning outcomes	The main aspect of higher education is providing quality education and successfully preparing students for future professions. KPIs in this area may include graduation rates, employment success, student satisfaction, academic performance, and other indicators

		related to learning outcomes.
2.	Quality of teaching	Education quality education of the process in success solution doer role he plays This in the field KPI Faculty efficiency , students development of students education from quality satisfaction and professor - teachers activity with dependent another indicators own into take can
3.	Financial management	Supervision and effective use of financial resources are key aspects of successful university management. KPIs in this area may include budget balance, university profitability, efficiency of financial resources use, dependence on external financial sources and other indicators describing the financial stability of the university.
4.	Research and innovation	feature of higher education is its contribution to research and scientific development and innovation. KPIs in this area may include the volume of scientific publications, attracting grants and funding, commercialization of scientific developments, and other indicators related to research activities.
5.	Student and alumni participation rates	Involvement of students and graduates in the academic and social life of the university is an important aspect. KPIs in this area may include student and graduate participation in extracurricular and social activities, student satisfaction with the educational process, and opportunities to develop leadership skills.

Depends on the specific goals and strategies of the institution. However, there are some general criteria that may apply:

- indicators related to the activities of students, their activity in the educational process, successful completion of educational programs, the level of formation of skills and qualifications, grades and ratings;
- indicators related to the successful employment of graduates, compliance of the education received with the requirements of the labor market, salary level and professional achievements after graduation;
- measuring the level of students' satisfaction with the quality of teaching, educational conditions, support and the possibility of realizing their needs and interests;
- evaluation of scientific publications, attraction of grants and financing, level of involvement of students in scientific research, commercialization of scientific developments and innovative activities;
- international activities of the higher education institution, including the number and quality of international cooperation, participation in international projects, attraction of foreign students and teachers, criteria related to the reputation of the university abroad;
- criteria related to financial stability and efficiency of using financial resources, including budget balance, profitability, excess costs and prevention of financial problems;
- criteria related to the adoption of measures for sustainable development, energy conservation, social responsibility and involvement in social and cultural initiatives.

It is important to choose KPI criteria based on the strategic goals of the educational institution, as well as take into account the characteristics and priorities of each university. KPIs should be measurable, specific and achievable and aligned with the goals and objectives of higher education. They should be used to monitor, evaluate and improve the performance of the educational institution and the achievement of its goals.

KPIs play an important role in achieving the strategic goals of higher education. They allow identifying and measuring key performance indicators related to strategic goals and continuously monitoring their implementation. KPIs help to set specific goals that reflect the strategic plans of the higher education institution. They focus efforts and resources on achieving the right results, which allows them to measure how well they are being achieved.

for measuring performance and analyzing data. They allow management to see how effective strategic actions are and what changes need to be made to achieve goals. KPIs further help identify problem areas and set priorities. KPIs create transparency and increase accountability for achieving results. They help monitor the performance of the higher education institution and compare it with the established goals. Each KPI owner can be more aware of their contribution and roles in achieving strategic goals.

KPIs can be evaluated using PEST analysis to manage and achieve strategic goals in higher education. PEST analysis is a method that helps to study the political, economic, social and technological factors that can affect the achievement of strategic goals.

Using KPIs together with PEST analysis allows higher education institutions to evaluate and improve their strategy and achieve their strategic goals in changing conditions and demands.

Table 2.

Evaluating KPIs using PEST analysis

<p>Political factors</p> <p>Changes in policy, including changes in education legislation, funding and regulation, can affect the achievement of management and strategic objectives. KPIs can be used to evaluate the effectiveness of policy implementation and educational programs.</p>	<p>Social factors</p> <p>Societal changes, including student needs, labor market needs, and the context of international competition, can also influence strategic goals. KPIs help assess the relevance of educational programs and services to current student and market demands.</p>
<p>Economic factors</p> <p>The economic situation, including the institution's financial condition and availability of funds, can affect the achievement of strategic goals. KPIs help to evaluate the effectiveness of using resources and financial investments to achieve results.</p>	<p>Technological factors</p> <p>Technology development and digitization are important for modern higher education. KPIs can help to evaluate the effectiveness of using technologies and digital tools in the educational process, as well as to achieve high results in distance and online education.</p>

KPIs enable continuous improvement and innovation management in higher education, identify successful outcomes and apply them to other areas. This serves the development and growth of the educational institution in accordance with strategic goals. In addition, KPIs help the organization demonstrate consistency in strategic planning and goal implementation. They provide measurable standards by which to evaluate and compare performance to itself and to other institutions of higher education.

Conclusions

Thus, in the rapidly changing world and competitive education market, universities must manage their activities effectively and develop sustainably. Key performance indicators (KPI) are the main means of measuring and managing the activities of educational institutions. The development and application of practical KPIs in the management of higher education institutions can significantly increase their competitiveness, the level of educational standards and the quality of education.

allow higher education institutions to align their actions with strategic goals. They help to determine the main directions of development and reveal the priorities of the work. It helps management make informed decisions, optimize the use of resources and direct forces to the most important tasks. KPIs allow taking into account the opinions and needs of various stakeholders, such as students, teachers, parents, employers and society as a whole. Measuring metrics related to student satisfaction, graduate employment outcomes, and other indicators helps an institution adapt to stakeholder needs and deliver quality education.

The overall role of KPIs in achieving the strategic goals of higher education is that they provide a system of measurable indicators to assess progress in implementing the strategic plan. They help leaders receive feedback, make informed decisions, and improve higher education institution performance in line with strategic goals. KPIs also help to improve the transparency, accountability and efficiency of university management.

Identifying and using KPIs allows a higher education institution to clearly define its strategic goals and measure their implementation. Creating and using well-designed KPIs will help managers identify key areas that require special attention to achieve strategic goals.

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