



Evaluation of the Effectiveness of Management of the Activities of Non–State Pre–School Educational Organizations on the Basis of Public–Private Partnership

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Abstract

The article is based on the need to study the effectiveness of management of non–state pre–school educational organizations on the basis of public–private partnership, reviews of the basic concepts of efficiency of management are given, and basic criteria for management evaluation have been developed.

Keywords: *Management Efficiency; Educational Management; Results–Based Management; Management Performance Evaluation Criteria; Pupil; Educational-Educational Process; Health; Developmen; Level of Profit*

Introduction

The study of the effectiveness of management of non–state pre–school educational organizations on the basis of the public–private partnership established as a relatively new form is relevant with the following features:

1. In addition to the fact that this type of pre–school educational organization is an institution that meets the social needs of the State and society in pre–school education, it is also economic entities seeking the highest level of profit. In this process, it is important to ensure that the social requirements associated with education are met and that the economic entity’s profit–making activities intersect at the most optimal point.
2. In most cases, because of this situation, non–state pre–school educational organizations are organized by individual entrepreneurs who are neither engaged in business nor in pre–school education. In this process, the correct organization and management of the pre–school educational process, the development of recommendations on financial, economic activity of an economic entity and improvement of integrated management mechanisms of organizations are on the agenda as an important need.

On the basis of these cases, a scientific study was conducted on the issue of determining factors that influence the effectiveness of management of non–state pre–school educational organizations on the basis of public–private partnership, and criteria for evaluating the effectiveness of management.

The Main Findings and Results

“Management” in the “Explanatory dictionary of the Uzbek language” is the process of organization, establishment, enterprise, etc.; the process of regulation and direction of the state of the economic system of an economic object is described in the meaning [1].

Also in this dictionary the word “management” is interpreted as the science of modern production management (planning, regulation, control), as well as production management, its organization; management [2].

Traditional perceptions define management as a continuous and focused process of influencing the organization and coordination of staff in the production process to achieve the best results in the lowest possible cost and time.

In pedagogical science, management is explained as a set of principles, methods, organizational forms and technological techniques aimed at increasing the effectiveness of management of the educational process.

Scholars R.H. Juraev and S.T. Stashov stressed that educational management is a management, organized on a scientific basis, based on a certain level of competence: leader, pedagogical team, teams of educators, the main purpose of which is the coordination of relations and activities of leaders, specialists and performers. Who are participants in the educational process in the organization of the educational process on a scientific basis, they note that it is to ensure control and effective management [3].

It can be argued that the basic provisions and principles of educational management are also relevant for the processes of management of pre-school education as part of the general education system, in particular, family non-state pre-school educational organizations.

Despite the fact that the general regularities of the management of educational organizations have been sufficiently studied, the criteria for determining the effectiveness of management activities have not been studied, especially in terms of the fact that non-state pre-school educational organizations based on public-private partnership as a subject of education and entrepreneurship are a relatively new institutional structure.

In research work on management theory and educational management, researchers have attempted to describe the concept of “management efficiency”. The concept of efficiency has been studied more in the theory of educational management, mainly towards the quality of education in the management of organizations.

Analysis processes show that management effectiveness is generally understood by organizations as the result of actions taken to achieve a goal and result, or as the ratio of actual results achieved to collaboration with a goal.

The concept of educational efficiency is described by L.F. Kolesnikov and V.E. Turchenko as the degree of approximation to the best result with the least loss (negative consequences) or the least cost [4; 9]. Researchers argue that it is advisable to find quantitative expressions of its end results in relation to goals and objectives.

Researcher V.M. Polonsky describes efficiency as the degree of comparative comparison of results with costs and divides it into social and economic efficiency [5; 192].

According to his view, social efficiency is manifested in an increase in the level of education, culture, training, in the form of the formation of useful skills.

And economic efficiency can be achieved by reducing the duration of training, improving it, introducing into practice new forms and methods of teaching, best practices and rational deployment of a network of educational organizations. The author believes that it is important to take into account the relationship between social and economic efficiency when assessing effectiveness.

In his research, I.A. Seliverstova identifies different approaches to the concept of “management efficiency” [6]:

- a programmatic and targeted approach based on an assessment of the effectiveness of management in achieving the goals and functions of the organization;
- result-based management, the representatives of this approach believe that the assessment of management effectiveness is based on determining the level of real change in the organization, the achievement of specific performance over a period of time;
- functional approach – the effectiveness of management as the intellectual core of management is determined by the effectiveness of the implementation of the management mechanism, the completeness of the implementation of management functions;
- the “cost-effective” approach – to determine the efficiency of management in terms of the possible and real costs (financial, material, human resources) for achieving a specific result.

Research shows that there is now a tendency to combine these approaches in the search for criteria for assessing management quality and evaluating management effectiveness.

Scientists-teachers R.X. Juraev, S.T. Turganov note that the effectiveness of the management of educational institutions is the result of the educational process, which is organized on the basis of management activities based on the laws of management, methods and techniques, innovative technologies. The effectiveness of management in educational institutions determines the level of development of students’ knowledge in disciplines, the study of modern methods and information technologies, the level of formation of their intellectual abilities, as well as the level of knowledge. The skills and abilities of teachers and teaching staff, as well as the level of development of their pedagogical skills and professional abilities [3].

To achieve effective management, researchers emphasize the need for the heads of the educational institution to organize innovation activities in the direction of the main goals of the institution, knowledge of the secrets of strategic planning, methods of management, techniques and principles, innovative technologies and, on the basis of which, as a complex pedagogical system, approaches to integrated activities.

Based on the analysis of literature and research, the concept of effective management of educational institutions can be described as follows.

Effective management is the management that leads to the achievement of a goal and result in the shortest possible time, with the least labor, material and financial costs. The effectiveness of this governance mechanism is important for the efficient use of available resources in the organization.

When determining the effectiveness of management of a pre-school educational organization, it is important to develop criteria for the effectiveness of management. Considering that non-state pre-school organizations based on public-private partnership can be considered as a socio-economic, pedagogical and organizational system. It is becoming clear that management effectiveness must be taken into account in these three aspects.

It should be noted that the criteria for assessing non–state pre–school educational organizations on the basis of public–private partnerships differ in areas, and together they are also interrelated. Criteria such as the social image of the organization, the opinions of parents about the organization, and aspiration of the teaching staff to a common goal, a positive climate.

As pedagogical indicators of the effectiveness of the management of non–state pre–school educational organizations on the basis of public–private partnership, conditions for the implementation of the state educational standard of pre–school education can be obtained, indicators of children’s development and innovative teaching activities.

When assessing a non–state pre–school educational organization as an organizational system, criteria such as its organizational structure, mechanism for implementation and management of organizational activities, level of achievement of the goals are taken as the basis organization’s charter and work plans, its effectiveness.

As mentioned above, the criteria for determining the effectiveness of the management of a non–state pre–school educational organization are interrelated. In particular, when assessing the mechanism of management, it is necessary not only the quality of the decisions taken and the degree of their implementation, but also to compare them with the results of the pre–school educational organization. The effectiveness of the management of an educational organization for its implementation should relate to material, financial and labor costs, and they, in turn, to the training of educators for school or physiological development, the health of children, etc.

Conclusion

On the basis of the above, the main results of the activities of non–state pre–school educational organizations, based on public–private partnership, have been developed the following criteria for evaluating management activities:

1. Health of the wards and their commitment to a healthy lifestyle. Level of health, physical and mental development of the child.
2. Establishment of education in the organization on the basis of common human and national values. The level of spiritual and moral education of the educator.
3. Creation of the educational system in accordance with personal abilities and abilities in the organization. The level of intellectual development of the teacher.
4. Continue further education of educators, that is, the level of preparation for school.
5. The fact that the educational environment in the organization is aimed at meeting the educational needs of the individual. Level of adaptation of educational and educational environment to the developing desires, aspirations of teachers and customers.
6. Level of profit received from the organization as an economic entity. This is the level of net profit for each adopted child. Of course, it is necessary that this criterion should not become the main indicator of the evaluation of the management activities of non–state pre–school educational organizations created on the basis of public–private partnership.

The research also developed an evaluation methodology for these criteria, conducted pilot and test processes, and produced positive results.

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