

**THEORETICAL FOUNDATIONS OF HIGHER EDUCATION
MANAGEMENT IN A DIGITAL EDUCATIONAL ENVIRONMENT**

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Abstract: *This article provides a scientific and academic analysis of the theoretical foundations of higher education management in the context of digital transformation. The essence, structural components of the digital educational environment and its impact on the effectiveness of the educational process are highlighted. Modern approaches to managing higher education institutions, including systemic, competency-based and information-based management concepts, are also considered.*

Keywords: *digital learning environment, higher education, learning management, digital transformation, information and communication technologies, e-learning, Learning Management System (LMS), educational analytics, data-driven management, competency-based approach, artificial intelligence, cloud technologies, educational quality, innovative management, information infrastructure, digital competencies, e-management, digitalization of the educational process.*

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The acceleration of digital transformation processes on a global scale is having a profound impact on the higher education system, along with all other sectors. Digital technologies are fundamentally renewing the content of education, its organizational forms, and management mechanisms. In this regard, the development of theoretical foundations for the effective management of higher education in a digital educational environment is one of the urgent scientific and practical tasks.

Theoretical essence of the digital learning environment

A digital learning environment is an integrative system based on information and communication technologies that provides interaction between participants in the

educational process. This environment includes the following structural components: e-learning platforms (LMS, MOOCs); digital educational resources (electronic textbooks, multimedia content); information infrastructure (servers, networks, cloud technologies); educational analytics and databases.

Interactivity, flexibility, openness, and scalability can be identified as the main characteristics of the digital environment. This education individualization and his/her quality increase opportunity gives. Modern paradigms of higher education governance. Managing higher education in a digital learning environment requires a shift from the traditional administrative-command model to strategic, data-driven governance. This process is based on the following theoretical approaches:

1. The systems approach considers a higher education institution as a complex open system, and all its elements are analyzed in an interconnected manner.
2. The competency-based approach focuses on assessing learning outcomes through competencies.
3. Digital transformation concept of expansion processes automation, digitalization and to optimize focused.
4. To the information based Data-driven management Decision acceptance to do process big in size education information analysis to do based on done is increased.

Digital education in the environment management mechanisms: digital education in the environment management efficiency following mechanisms through provided:

- Electronic management systems (e-management) — education monitoring processes and control to do opportunity gives;
- Learning Analytics — students activity analysis to do through education quality to increase service does;
- Artificial intellect technologies — individual education trajectories in formation applied;

Cloudy services — information storage and from them effective use provides.

Management efficiency assessment criteria

Digital education in the environment supreme education management efficiency assessment following criteria through done increased: education of quality increase; students academic activity of educators digital competencies; education process transparency; governance of decisions speed and accuracy.

Advances in digital technologies have opened up vast opportunities for the process of professional training of specialists in the higher education system. Digital technologies have made it possible to transfer information from anywhere and by all groups of people in different countries and continents. Digital technologies are well integrated into the educational process and have become part of the student's everyday life outside the university.

In such conditions, the integration processes in education associated with the introduction of information and digital technologies contribute to the development of

knowledge-intensive areas, increasing the intellectual level of people's professional activity, and expanding the scope of unproductive labor. The rapid development and introduction of digital reality puts humanity before all spheres of human activity before choosing the direction of future development. This fully applies to the higher education system as the main cluster of professional training.

In the conditions of a digital society, information becomes a strategic resource, the psychological conditions for its development are created by symbolic activity. Its assimilation in the educational process involves the implementation of various models and technologies of knowledge representation, which, in turn, affects the complexity of students' mental functions. This allows improving the quality of education, the emergence of new forms and means of interaction of subjects, and the functioning and development of a single digital educational space.

The impact of the digital revolution and the influence of the digital space on the prospects for the development of society, man and civilization are of great importance. It is this impact that requires a philosophical and methodological analysis and a reconsideration of the strategy for the development of education in general, and higher education in particular. Current practice does not allow us to ignore the introduction of digital technologies, while it cannot focus only on digital equipment or devices, but, on the contrary, requires special attention to education and its development prospects.

The digital nature of modern life and the widespread use of digitalization have had a significant impact on the most important aspects of the development of society, including growth, stability, prosperity, equality, security, economy and politics. Due to the fundamentally new possibilities of digital technologies, there are changes in worldview approaches that require the integration of various changes into a single holistic picture. This is evidenced by research in the fields of pedagogy, psychology, economics, philosophy, foreign language.

The presented research proves that "in fact, a new stage of expanding the sphere of human influence on the world is taking place, and in this expansion, a person begins not only to change the world, but also to master new levels of freedom, striving to realize his interactive ideas in a new life. Scientists say that today a new space is being created for a person, called the "space of relationships."

Researcher MA Dedyulina talks about the relationship and changes in human behavior in the context of the integration of information technologies and everyday human activities, including education and training. The author notes that the capabilities of information and digital technologies radically change the interaction based on the process of successful activity and beliefs. According to the researcher, two levels of this process can be distinguished: the macro level and the micro level. The need to determine and know the level of persuasion identified by MA Dedyulina helps to facilitate the process of identifying a person, as well as the process of designing his training, taking into account the analysis of the identified opportunities using modern computers and technologies [1,2].

The author, in his study, gives an example: “micro-level persuasion can be organized and developed in some dialog boxes that serve as an element of interaction between the computer and the user. On Internet sites, developers also use methods to motivate users to continue working on the selected course and succeed in mastering it. This is primarily due to the fact that each course has a strict study schedule and a set completion date, each action or session has tracking functions that help users determine how much material they have completed, as well as the amount of material remaining” [2].

Philosopher K. Vaelbers in his research states that technologies in the modern world are part of human everyday life and his environment. In his scientific work, he emphasizes that “technologies are a kind of mediator in establishing relationships and interactions between people and reality” [3]. By giving technologies the properties of interdependence and cooperation, “a person contributes to shaping the world of his users, their actions.

Higher education management in a digital learning environment is a complex, multifaceted process that requires the integration of modern technologies, scientific approaches and innovative management methods. Effective organization of this process allows higher education institutions to increase their competitiveness, improve the quality of education and take a worthy place in the global educational space. Therefore, it is important to study in depth the theoretical foundations of higher education management in the context of digital transformation and apply them in practice.

LITERATURE

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