UDC 338.246.2, 351.711, 378

Volkov R.V.

Asset management tools used by institutions of higher education (cases of state universities)

State universities, whose assets are dominated by buildings erected at the end of the 19th–first half of the 20th century, are facing a problem associated with significant depreciation of the property fund and an increase in the cost of its maintenance.
Professional real estate management allows to considerably extend the life cycle of real estate facilities and increase the efficiency of funds spent on its maintenance. To choose the most effective methods of managing the assets of state universities, that will ultimately rise the efficiency of the universities, it is necessary to identify current mechanisms and methods of state property management.
The article analyzes the legal organizational forms of Russian universities and the procedure of interaction between the state university and the property owner. The current mechanisms used to manage the assets of a state university are described, including various methods of disposal, use and possession of real estate facilities.
Keywords: *higher education, legal forms of universities, assets of higher education institutions, real estate management*



Volkov
Roman Vyacheslavovich,
Candidate of Economic Sciences,
First vice rector; Russian University of Transport (RUT); bldn. 9,
9 Obraztsova St., 127994, GSP-4,
Moscow, Russian Federation;
ID RISC: 872062;
volkov-su4@mail.ru

INTRODUCTION

Educational institutions of higher education (universities, academies, institutes) are engaged in training highly qualified personnel in all major areas of socially useful activities in accordance with the needs of society and the state. In the Russian Federation, there are both state universities established by the state (state bodies acting on its behalf) and private universities founded by citizens and legal entities.

Less than 9 % of all students study at private universities. The area of the property of private universities is 4 % of the total area of all universities, while about 39 % of the property is rented. In general, the property of private universities is in a normal technical condition, less than 1 % of the property needs repair. The share of the property of state universities to be repaired goes up every year, and today it exceeds 23 %.

Starting from 2022, an increase in the number of students of Russian higher education institutions is projected, it is associated with the demographic indicators and an increase in the number of students studying within the framework of a quota for foreign students, which will, in turn, require effective measures to bring the infrastructure of state universities into the proper condition [1].

Modernization of infrastructure will allow to achieve the best results, provided that efficient asset management mechanisms are implemented.

COMPARATIVE CHARACTERISTICS OF THE UNIVERSITIES

To better understand the choice of effective ways to manage the university assets, first of all, it is necessary to analyze the current organizational and legal forms of universities and identify the main differences.

As of the end of 2021, the higher education system of the Russian Federation encompassed 803 organizations of higher education (Table 1).

Comparative characteristics of higher education institutions in the context of their legal organizational forms are provided in Table 2.

A private education institution of higher education is founded by natural persons and/or legal entities. Their legal organizational forms include an autonomous nonprofit organization (ANO), and a private institution.

Table 1. Data on the number of higher education institutions in the context of legal organizational forms as of December 31, 2021

Private higher education organizations		State universities			
Autonomous nonprofit organizations	Private organizations	Interstate organizations	Autonomous organizations	Budget organizations	State organizations
216		3	57	440	1
		501*			

* excluding 86 universities of the law enforcement ministries registered as state and budget institutions

Table 2. Comparative characteristic of the higher education organizations in the context of legal organizational forms

Characteristic	Autonomous non-profit organizations *Article 123.24, 123.25 of the Civil Code of the Russian Federation, Article 10 of Federal Law No. 7 of January 2, 1996 "About non-profit organizations"*	Organizations			
		Private *Article 123.21, 123.23.296, 298 Civil Code of the Russian Federation, Article 9 of Federal Law No. 7 of January 12, 1996 "About non-profit organizations"*	Autonomous *Article 123.21, 123.22.296, 298 Civil Code of the Russian Federation, Federal Law No. 174 of November 3, 2006 "About autonomous organizations"*	Budgetary *Article 123.21,123.22, 296, 298 Civil Code of the Russian Federation, Article 9.2 of Federal Law No. 7 of January 12, 1996 "About non-profit organizations"*	State *Article 123.21, 123.22, 296, 298 Civil Code of the Russian Federation, Article 161 of Budget Code of the Russian Federation*
Term	A unitary non-profit organization with no membership and established on the basis of property contributions from citizens and (or) legal entities *in order to provide services in the fields of education, health, culture, science and other areas of non-commercial activity*	A non-profit organization established by the owner (citizen or legal entity) *to perform administrative, socio-cultural or other non-commercial functions*	A non-profit organization created by a non-profit organization established by the Russian Federation, a constituent of the Russian Federation or a municipal entity *to perform works, provide services to exercise the powers of state authorities*, the powers of public authorities of the federal territory, the powers of local self-government bodies *in the fields of science, education*, health, culture, mass media, social protection, employment, physical culture and sports, as well as in other areas in the following cases, provided for by the legislation of the Russian Federation, established by federal laws (including activities with children and youth in these areas)	A non-profit organization established by the Russian Federation, a constituent of the Russian Federation or a municipal entity *to perform works, provide services in order to ensure the implementation* of the powers provided for by the legislation of the Russian Federation, *respectively, of state authorities (state bodies)*, public authorities of the federal territory or local self-government bodies *in the fields of science, education, health, culture, social protection, population employment, physical culture and sports, as well as in other fields*	A state (municipal) institution *providing state (municipal) services, performing works and/or performing state (municipal) functions in order to ensure the implementation* of *the powers of state authorities* (state bodies) or local self-government bodies provided for by the legislation of the Russian Federation, the financial support of whose activities is carried out at the expense of the relevant budget on the basis of the budget estimates
Founder	One or several	One			
	citizens and/or legal entities and/or Russian Federation, constituent entity of the Russian Federation, municipal entity	Citizen or legal entity	Russian Federation or constituent entity of the Russian Federation or municipal entity		
Property	The owner — ANO	The owner is the founder, the property is allocated with the right of operational management	The owner — the founder, property is allocated by the right of operational management		
			The land plot is provided on the right of permanent (indefinite) use		
Property disposal	Has the right to dispose of property	Without the consent of the owner, is not entitled to dispose of the property assigned to it by the owner or acquired at the expense of funds allocated by the owner	Without the consent of the owner, is not entitled to dispose of the property assigned to it by the owner or acquired at the expense of funds allocated by the owner	Without the consent of the owner, is not entitled to dispose of the most valuable movable assets assigned to it by the owner or acquired at the expense of funds allocated by the owner, as well as real estate	Without the consent of the owner has no right to dispose of property

End of the Table 2

Liabilities	Founders are not liable for ANO obligations	Is liable in cash, in case of insufficiency, the owner of the property bears subsidiary responsibility	Is liable in cash and property that it has the right to dispose of (including real estate acquired at the expense of the institution), if there is insufficiency in obligations related to causing harm to citizens, the owner of the property bears subsidiary responsibility	Is liable in cash and property that it has the right to dispose of (except for the real estate acquired at the expense of the institution), if there is insufficiency in obligations related to causing harm to citizens, the owner of the property bears subsidiary responsibility	Is liable in cash, in case of insufficiency, the owner of the property bears subsidiary responsibility
	Not liable for obligations of the founders				
Transformation	Into fund	Into ANO or fund	BI or SI	AO or SI	BI or AO
Financial security	Totally or partially financed by founders	Totally or partially financed by founder	Subsidies from the budgets of the Russian Federation budgetary system on the basis of a state assignment		Allocations from the budget system of the Russian Federation on the basis of budget estimates
Implementation of income-generating activities and disposal of funds received	Has the right to carry out entrepreneurial activities corresponding to the goals for which the ANO was created	Has the right to carry out income generating activity in accordance with the Articles of association	Has the right to carry out income generating activities only insofar as it serves to achieve the goals for which it was created, and corresponding to these goals, provided that such activities are specified in its Articles of association		Has the right to carry out income generating activity in accordance with the Articles of association
	ANO disposes of the income generated	The organization disposes of the income generated			Income is received by the budget system of the Russian Federation
The right to borrow funds, place deposits at credit institutions	Unlimited	Unlimited	Unlimited	It is not entitled to deposit funds at credit institutions, as well as to accomplish securities transactions	Is not entitled to provide and obtain credits (loans), to buy securities
Closing of major deals	Unlimited, stipulated by the Charter	Unlimited, stipulated by the Charter	Preliminary approval of the supervisory board of the institution	With the consent of the body endowed with the functions and powers of the founder	With the consent of the body endowed with the functions and powers of the founder
Bankruptcy	Possible	Not provided for (judicial practice exists)	Not provided for		
Purchases under Federal Law No. 44 dated April 5, 2013	—	—	By a subsidy for implementation of the capital investments	By subsidies of the budgetary system of the Russian Federation	All purchases
Purchases under Federal Law No. 223 dated July 18, 2011	—	—	All purchases, except for a subsidy for implementation of the capital investments	At the expense of means of a present, a grant, donations; the performer under the contract; revenue-producing activities	—

The founders of **ANO** can be several persons (their replacement is possible), who do not have the opportunity to influence their main activity, while ANO has the greatest independence.

The founder of a **private institution** is the only person (no change is provided) who appoints the head of the institution and determines the decision-making procedure. The activity of a private institution depends on the decisions of the founder acting as a citizen or a legal entity.

A state (municipal) educational organization of higher education is founded by the Russian Federation, a constituent entity of the Russian Federation or a municipal entity. Its legal organizational forms include an autonomous institution, a budget institution, a state institution.

In addition, there are state universities established by the Russian Federation jointly with other states, for example, Interstate Educational Institution of Higher Education "Belarusian-Russian University"; Interstate Educational Institution of Higher Education "Russian-Tajik (Slavic) University"; Interstate Educational Institution of Higher Education "Kyrgyz-Russian Slavic University named after the first President of the Russian Federation B.N. Yeltsin" and others.

Any activity of state institutions depends on decisions of the founder acting on behalf of the Russian Federation/a constituent entity of the Russian Federation/a municipal entity. The **state institution** enjoys the smallest independence; it is maximally limited in the manifestation of any initiative, the income from its activity goes to the budget of the Russian Federation. The main advantage is that the activities are funded on the basis of budget estimates. The legal organizational form of state institutions is inherent in the majority of higher education institutions of law enforcement authorities. **Budget and autonomous institutions,** unlike the state ones, enjoy more flexibility in disposing of the property and funds, and are interested in conducting income generating activities. At the same time, the status of a budget institution implies greater control on behalf of the founder compared to an autonomous institution.

GENERAL PROVISIONS ON A SET OF ASSETS

Real estate is an object of civil rights that is proprietary in essence, is firmly tied to the land and registered in accordance with the effective legislation [2].

Real property (realty, real estate) includes land plots, subsoil plots and objects that are firmly tied to the land, the relocation of which is not possible without a disproportionate damage to their function: buildings, constructions, unfinished structures, as well as air and sea vessels subject to state registration, inland navigation vessels, residential and non-residential premises, parking lots[1] (Table 3).

The right of ownership and other property rights to immovable things, restrictions on these rights, their emergence, transfer and termination are subject to state registration in the unified state register by the bodies conducting state registration of rights to real estate and transactions with it[1].

Table 3. The concept of real estate

<table>
<tr><td colspan="7">Real estate</td></tr>
<tr><td rowspan="2">Land plot</td><td rowspan="2">Subsoil plots</td><td>Building</td><td>Construction</td><td>Object under construction</td><td rowspan="2">Premises, parking lots</td><td rowspan="2">Air and sea vessels, inland navigation vessels</td></tr>
<tr><td colspan="3">Capital construction facilities</td></tr>
</table>

Note:

A land plot is an immovable thing that represents a part of the earth's surface and has characteristics that allow it to be defined as an individually defined thing[2].

A building is the result of construction, which is a three-dimensional construction system having aboveground and/or underground parts, including premises, engineering support networks and engineering support systems and intended for the residence and/or activities of people, the placement of production, storage of products or keeping animals[3].

A structure is the result of construction, which is a three-dimensional, planar or linear construction system having ground, aboveground and/or underground parts, consisting of load-bearing and, in some cases, enclosing building structures and designed to perform various types of production processes, storage of products, temporary stay of people, movement of people and cargo[3].

An object of unfinished construction is an object whose construction or reconstruction has not been completed[4].

An object of capital construction is a building, structure, construction, facilities whose construction has not been completed (objects of unfinished construction), with the exception of non-capital buildings, structures and inseparable improvements to the land plot (paving, covering, and others)[4].

As you know, the owner of the property owns the rights to own, use and dispose of his property. The owner has the right, at his discretion, to perform any actions with respect to his property that do not contradict the law and other legal acts and do not violate the rights and legally protected interests of other persons, including alienating his property into the ownership of other persons, transferring to them, while remaining the owner, the rights of ownership, use and disposal of property, to pledge the property and encumber it in other ways, dispose of it in another way. The ownership, use and disposal of land are carried out by their owner freely, if this does not cause damage to the environment and does not violate the rights and legitimate interests of other persons. The owner may place his property in the management of another person (trustee). The transfer of the property to the trust management does not entail the transfer of ownership to the trustee, who is obliged to manage the property for the benefit of the owner or a third party specified by him[1].

Persons who own a land plot have the right to sell it, donate it, pledge it or lease it and dispose of it in any other way, insofar as the relevant lands are not excluded from circulation or restricted in circulation on the basis of the law[1].

Proprietary rights, along with the right of ownership, are: the right of permanent (indefinite) use of a land plot and the right of operational real estate management.

1 Civil Code of the Russian Federation. URL: https://www.consultant.ru/document/cons_doc_law_5142/ (rus.).

2 Land Code of the Russian Federation. URL: http://www.consultant.ru/document/cons_doc_LAW_33773/ (rus.).

3 The Technical Regulation about Security of Buildings and Construction : Federal law of December 30, 2009. No. 384-FZ. URL: http://www.consultant.ru/document/cons_doc_LAW_95720/ (rus.).

A person to whom a land plot has been granted for permanent (indefinite) use, exercises **ownership and use** of this plot within the limits established by law, other legal acts and the act on the provision of a plot for use. At the same time, it has the right to independently use the site for the purposes for which it is provided, including the construction of buildings, structures and other immovable property on the site for these purposes. Buildings, structures, and other immovable property created by this person for himself are his property. Persons to whom land plots are provided for permanent (indefinite) use **are not entitled to dispose** of such land plots, except in cases of signing an agreement on the establishment of an easement and the transfer of a land plot for gratuitous use to a citizen in the form of an office allotment in accordance with the Land Code of the Russian Federation[1].

Institutions for which real estate is assigned the right of operational management, **own, use** this property in accordance with the purposes of their activities and the purpose of this property, **dispose of property** (buildings, structures, objects of unfinished construction) with the consent of the owner of the property[1].

The founder of a state educational organization is the Russian Federation or a subject of the Russian Federation (a municipal educational organization is a municipal entity).

The founder is the owner of the property of the institution created by him[1]. The property owned by the right of ownership of the Russian Federation (federal property), and the property owned by the right of ownership of the subjects of the Russian Federation (the property of the subject of the Russian Federation) is the state property[1].

The state property is assigned to state institutions in ownership, use and the disposal by the right of operational management[1]. The state land plots are provided to state institutions in permanent (indefinite) use[1, 2]. The land plots are provided for organizations to perform their statutory objectives.

Fig. 1 illustrates the interaction between the state university with the property owner.

Distribution of number of the educational organizations of the higher education for federal executive bodies in whose jurisdiction they are is given in the Table 4[4, 5].

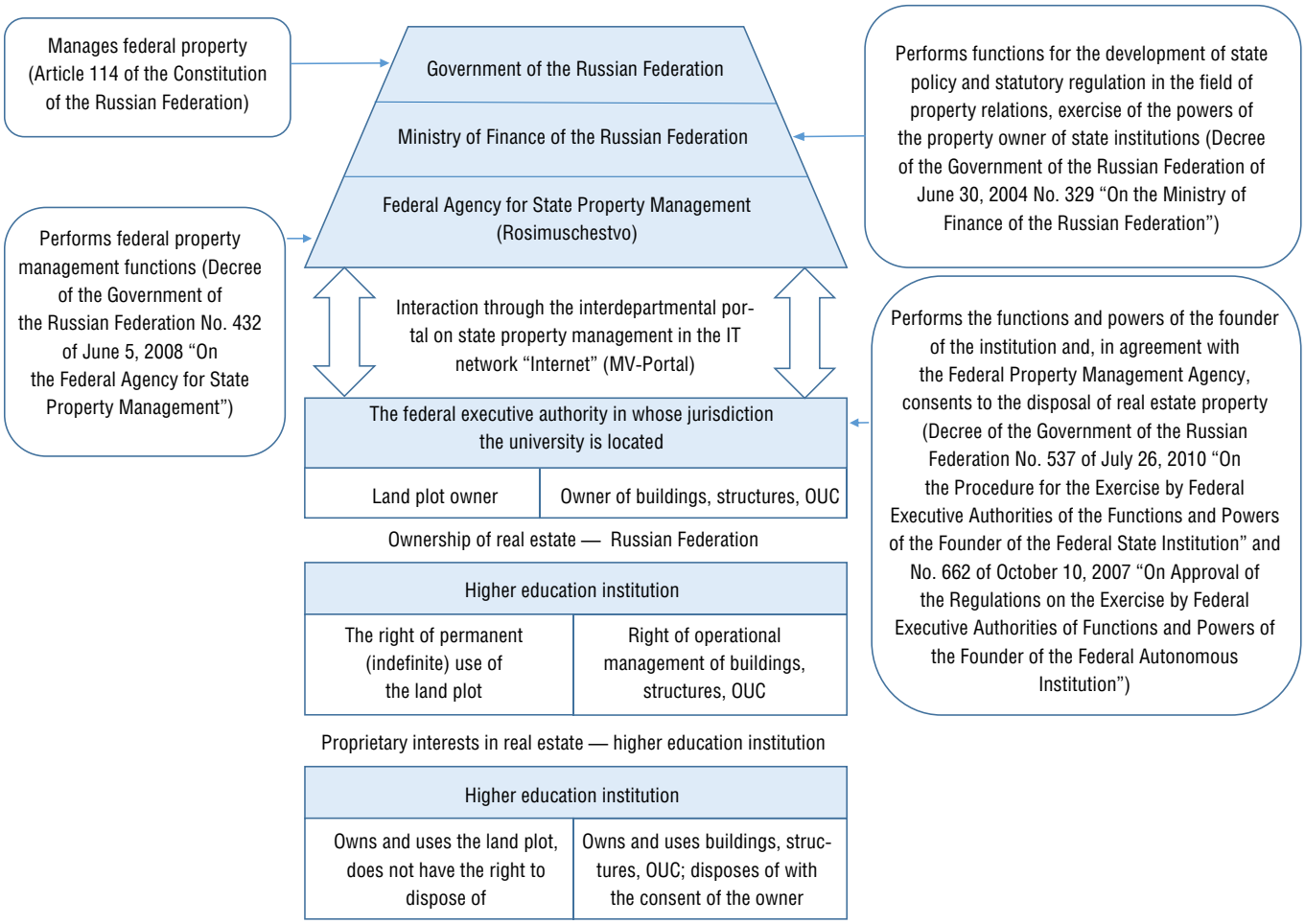


Fig. 1. Interaction between the state university and the property owner

4 Town Planning Code of the Russian Federation. URL: http://www.consultant.ru/document/cons_doc_LAW_51040/ (rus.).

5 Form No. VPO-1. "Data on the institutions, performing educational activities for educational programs of the higher education — programs of a bachelor degree, specialist program, Master's programs" and Form No. VPO-2 "Data on material and information base, financial and economic activity of the educational organization of the higher education", the Ministry of Science and Higher Education of the Russian Federation. Statistical data. The higher education. URL: https://minobrnauki.gov.ru/action/stat/highed/?ysclid=l0v60b4apy (rus.).

Table 4. Distribution of higher education institutions by subordination as of December 31, 2021

State organizations	**587**
In the jurisdiction of federal executive bodies — total	**457**
Supreme Court of the Russian Federation	1
Ministry of Health of the Russian Federation	47
Ministry of Foreign Affairs of the Russian Federation	2
Ministry of Culture of the Russian Federation (Russian Academy of Arts)	47
Ministry of Science and Higher education of the Russian Federation	221
Ministry of Education of the Russian Federation	33
Ministry of Agriculture of the Russian Federation	54
Ministry of Sport of the Russian Federation	14
Ministry of Transport of the Russian Federation	1
Ministry of Economic Development of the Russian Federation	1
Ministry of Justice of the Russian Federation	1
Government of the Russian Federation	8
Federal Service for Intellectual Property	1
Federal Customs Service	1
Federal Agency for Air Transport	3
Federal Agency for Railway Transport	8
Federal Agency for Sea and Inland Water Transport	5
Federal Agency for Fishery	5
Federal Communications Agency	4
In the jurisdiction of law enforcement ministries and departments — total	**86**
Ministry of Defence of the Russian Federation	27
Ministry of the Interior of the Russian Federation	20
Ministry of Civil Defence, Emergencies and Disaster Relief of the Russian Federation	6
Federal Penitentiary Service	8
National Guard Troops Federal Service of the Russian Federation	4
Federal Security Service of the Russian Federation	13
Federal Guard Service of the Russian Federation	1
System of the Prosecutor's Office of the Russian Federation	5
Investigative Committee of the Russian Federation	2
In the jurisdiction of constituent entities of the Russian Federation and municipalities — total	**44**

Data are provided by the form No. VPO-1 "Data on the institutions, performing educational activities for educational programs of the higher education — programs of a bachelor degree, specialist program, Master's programs" from the official site of the Ministry of Science and Higher education of the Russian as of January 1, 2021 from the official site of Minobrnauki. Data on law enforcement agencies — from the websites of departments and universities.

CURRENT MECHANISMS OF THE STATE UNIVERSITY ASSET MANAGEMENT

The term "Real estate management" implies goals and objectives setting, planning, prioritization, arrangement and implementation control, reporting, implementation assessment and real estate infrastructure efficiency analysis to support the organization activities, based on the users' needs in the infrastructure and the requirements of the organization mission and strategic goals [3].

Professional real estate management allows you to significantly extend the life cycle of a real estate object and increase its value by reducing the actual physical and functional depreciation, as well as reducing damage from external depreciation [4].

The peculiarity of state real estate as an object of public law is that it represents real assets involved in economic turnover not in commercial interests, but with the aim of ensuring the vital activity of the population, achieving strategic goals of development and protection of the state, creating legal and economic mechanisms for regulating the real estate market, as well as protecting the interests of all its participants. In a market economy, the objects of state real estate act as an economic basis for building relations between the state and all market participants by means of the taxation system, rental relations, mechanisms of public-private partnership, privatization, as well as providing industrial and social infrastructure [5].

Let us reveal the term "Real Estate Management" from the point of view of the realization of the rights of disposal, use and possession of property belonging to the owner of the property.

Disposal of real estate — the ability to determine the future of the property: change ownership, condition, purpose. Existing mechanisms for the disposal of real estate: liquidation; alienation into the ownership of other persons; transfer of ownership and use rights to other persons; capital investments in the construction and reconstruction of capital construction facilities; change of purpose and redevelopment (Table 5).

The use of mechanisms for the effective disposal of real estate will reduce unnecessary costs for the maintenance of property — the liquidation of dilapidated and alienation into the ownership of other persons of excessive, unused or misused property, as well as to involve the property in economic turnover — the transfer of ownership and use rights to other persons; the implementation of capital investments in the construction and reconstruction of capital construction facilities; change of purpose and implementation of replanning.

The disposal mechanisms are applied only with the consent of the owner of the property acting through the federal executive authority, in whose jurisdiction the university is located. At the same time, an autonomous institution, unlike a budgetary and state institution, has the right to dispose at its own discretion of real estate that was acquired at the expense of the institution's funds or received as a donation. According to the Civil Code of the Russian Federation, state institutions do not have the right to dispose of land plots, but in fact state universities can initiate measures to dispose of land plots by the owner.

For the alienation of property into the ownership of other persons, in addition to the consent of the founder, the consent of the receiving party is required. When renting out real estate, the owner of the property assesses the feasibility of approving

Table 5. Real estate disposal mechanisms

Liquidation (demolition) and write-off of shabby and dangerous structures, constructions, objects under construction	
Liquidation (demolition)	Demolition of a capital construction facility is the liquidation of a capital construction facility by destroying it (with the exception of destruction due to natural phenomena or illegal actions of third parties), deconstruction and/or dismantling of a capital construction facility, including its parts[4]
Write-off	Demolition of a capital construction facility involves the writing off property. The writing off federal property is understood as a set of actions related to the recognition of federal property unsuitable for further use for its intended purpose and/or disposal due to the complete or partial loss of consumer properties, including physical or moral deterioration, or being out of possession, use and disposal due to perish or destruction, and also with the impossibility of establishing its location. The regulation on the specifics of the write-off of federal property, approved by the Decision of the Government of the Russian Federation dated October 14, 2010 No. 834 "On the particulars of writing off federal property"
Alienation of excessive, unused or misused real estate into the ownership of other persons	
The owner of the property has the right to withdraw excessive, unused or misused property assigned to the institution or acquired by the institution at the expense of funds allocated to it by the owner for the acquisition of this property[1]. The owner of the land plot has the right to withdraw the land plot due to non-use of the land plot for its intended purpose or use of the land plot in violation of the legislation of the Russian Federation, as well as in case of refusal of the land user (a person who owns and uses the land plot on the right of permanent (indefinite) use or on the right of gratuitous use) from the right to the land plot belonging to him[2]. The withdrawal of real estate property by the owner may be carried out for the purpose of its transfer to	
The state treasury of the Russian Federation	The funds of the relevant budget and other state property not assigned to state enterprises and institutions constitute the state treasury of the Russian Federation[1]. The property of the state treasury is managed by the Federal Agency for state property management, whose powers include ensuring the effective state property management. A citizen or a legal entity may renounce ownership of the property belonging to him by announcing this or by performing other actions that definitely indicate his removal from possession, use and disposal of property without the intention to retain any rights to this property[1]. The transfer of property to the state treasury of the Russian Federation is carried out simultaneously with the termination of the operational management right of the state university to property. Such a transfer, which does not imply further assignment of property to another organization, can be made only with the consent of the Federal Agency for state property management, which will bear the burden of maintaining such property
Other state organization (assigning by the right of operational management/ economic control)	The list of documents required for making decisions on the issues of securing (lawful seizure) of immovable property objects is established by the Federal Agency for State Property Management. The corresponding list is indicated in the letter of the Federal Agency for State Property Management dated January 31, 2020 No. VY-08/2882 "On the Procedure for Disposing of Federal Property". A prerequisite for securing (lawful seizure) of real estate property is the availability of consent (waiver of the right) of the state university and Federal Executive Authorities, under whose jurisdiction the university is located, for the lawful seizure of immovable property, as well as the consent of the state organization and the Federal Executive Authorities under whose jurisdiction the organization is located, for the consolidation of real estate property
Into the ownership of another public legal entity (from federal ownership into the ownership of the constituent entities of the Russian Federation or municipal entities)	The list of documents required for a decision making on the property transfer from federal ownership to the ownership of a constituent entity of the Russian Federation or municipal property is established by Decree of the Government of the Russian Federation No. 374 of June 13, 2006. Proposals of the constituent entity of the Russian Federation and municipal entity on the transfer of property from federal ownership to the property of the constituent entity of the Russian Federation and municipal property are submitted to the Federal Agency for State Property Management by the authorized executive body of state power of the constituent entity of the Russian Federation and the authorized body of local self-government, respectively. The transfer of federal property to the ownership of a constituent entity of the Russian Federation or municipal property is possible in respect of property that can be and is intended to be used for the purposes of the locality in which the university is located. For example, provided that it is possible to use the property in the implementation of the Housing Renovation Program in Moscow, approved by the Decree of the Government of Moscow dated August 1, 2017 No. 497-PP
In the ownership of another public legal entity to provide power grid organizations with regards to engineering and utility facilities	The procedure for the transfer of engineering and utility facilities, lists of documents necessary for making a decision on the transfer of property, are established by the constituent entity of the Russian Federation and/or municipalities on the territory of which engineering and utility facilities are located. For example, the procedure for the acceptance of engineering and utility facilities into the ownership of the city of Moscow was approved by the Decree of the Government of Moscow dated August 22, 2020 No. 660-PP. The transfer of federal property to the ownership of a constituent entity of the Russian Federation or municipal ownership for provision to power grid organizations is possible in relation to engineering and utility facilities, in the receipt of which the relevant power grid organization is interested
To the Unified Institute for Housing Development in order to promote the development of housing construction	The procedure for preparing proposals and making decisions on the use of land plots and other objects of real estate owned by the federal government for housing construction, for the construction of facilities intended for the production of building materials, products, structures for housing construction, the creation of parks, industrial parks, technology parks, business incubators and other development of territories, regulated by Federal Law No. 161 of July 24, 2008 "On Assistance to the development of housing construction". Preparation of proposals on the use of land plots and real estate objects is carried out by the Unified Institute for Housing Development, the decision on the use is made by the Government commission on housing construction development and evaluating the effective use of land plots owned by the Russian Federation, established by Decree of the Government of the Russian Federation dated August 22, 2008 No. 632

Continue of the Table 5

Non-profit organization as the Russian Federation property contribution	The rules for the transfer of federal property by the Federal Agency for State Property Management to Non-Profit Organizations as a property contribution of the Russian Federation were approved by Decree of the Government of the Russian Federation No. 1200 dated November 6, 2015. The decision on the transfer of property is made by the Government of the Russian Federation, the basis for the preparation of a draft decision of the Government of the Russian Federation on the transfer of property to a non-profit organization is an order or instruction from the President of the Russian Federation, an order from the Prime Minister of the Russian Federation, the First Deputy Prime Minister of the Russian Federation or the Deputy Prime Minister of the Russian Federation	
Religious organization	The procedure for the gratuitous transfer to the ownership or gratuitous use of religious organizations of religious property under federal ownership, property of the constituents of the Russian Federation or municipal property is regulated by Federal Law No. 327 of November 30, 2010 "On the transfer to religious organizations of religious property under state or municipal ownership". The decision on the transfer of property to religious organizations is made by the Federal Agency for State Property Management	
To the Unified Institute for Housing Development in order to transfer to a housing construction cooperative (land plot only)	The procedure for the transfer of land plots is regulated by Federal Law No. 161 of July 24, 2008 "About assistance to development of housing construction". The categories of citizens who can be accepted as members of cooperatives and their eligibility are approved by Decree of the Government of the Russian Federation No. 108 dated Febriary 9, 2012. The rules for forming lists of citizens eligible to be accepted as members of a cooperative are approved by federal state bodies, governing bodies of federal state educational organizations. The standard charter of the housing and construction cooperative was approved by the Decree of the Government of the Russian Federation No. 558 dated June 6, 2012. The land plots of the Unified Institute of Housing Development are transferred for free use to cooperatives established in order to provide housing for citizens — employees of federal state educational institutions of higher education and employees of federal executive authorities, for the construction of multi-apartment buildings, residential buildings, including individual housing construction, and the construction of engineering infrastructure facilities within the boundaries of these land plots. Upon completion of construction, the Unified Institute for Housing Development carries out the gratuitous transfer of the formed land plots of the Unified Institute for Housing Development occupied by residential buildings, including facilities of individual housing construction, to the ownership of citizens, members of the cooperative; land plots intended for the placement of engineering infrastructure facilities or occupied by them, to the cooperative ownership; land plots on which apartment buildings and other objects of real estate property that are part of such houses are located in the common shared ownership of the owners of premises in apartment buildings	
Sale (limited)	The paid alienation of state-owned property into the ownership of individuals and/or legal entities is called the privatization of state property. This area is regulated by Federal Law No. 178 dated December 21, 2001 "On Privatization of State and Municipal Property". At the same time, Article 102 of Federal Law No. 273 of December 29, 2012 "On Education in the Russian Federation" provides that state and municipal educational organizations, assigned to them on the right of operational management or being at their own disposal facilities (buildings, structures, constructions) of educational, industrial, social infrastructure, including residential premises, located in buildings of educational, industrial, social, cultural purposes, dormitories, as well as clinical bases, those that are under the operational management of educational organizations or belong to them by another right are not subject to privatization	
Donation (limited)	According to the donation agreement, one party (the donor) transfers or undertakes to transfer the thing to the other party (the donee) for free[1]. A legal entity to which a thing belongs on the right of operational management has the right to donate it with the consent of the owner, unless otherwise provided by law[1]. The conclusion of gift agreements (donation) of real estate, where the state institution acts as a donor (benefactor), is not provided for, while the state university can act as a donee (benefactor) — gratuitously	
Exchange (limited)	Under the exchange agreement, each of the parties undertakes to transfer one product to the ownership of the other party in exchange for the other. The conclusion of a contract for the exchange of real estate property for a state institution is not provided for, but in fact this mechanism can be applied when transferring property between state organizations and state bodies (transfer of one real estate object subject to the transfer of another equivalent real estate object)	
Transfer of ownership and use of real estate rights to other persons		
Lease (limited for the land plots)	Under the lease agreement, the lessor undertakes to provide the lessee with property for a fee for temporary possession and use or for temporary use[1]	The conclusion of lease agreements and gratuitous use agreements in respect of real estate of state universities is carried out based on the results of tenders or auctions for the right to conclude these agreements, except for the cases established by Article 17 of Federal Law No. 135 of Jule 26, 2006 "On Protection of Competition". Information about the holding of tenders or auctions is posted on the official website of the Russian Federation on the Internet for posting information about the bidding — www.torgi.gov.ru. At the same time, in addition to the general exceptions relating to all state institutions, special cases are highlighted relating to the conclusion of lease agreements and gratuitous use agreements by state universities with: medical organizations; catering organizations; physical culture and sports organizations; for research and development or practical training of students; with economic societies established by universities
Free use (limited for the land plots)	Under the contract of gratuitous use, one party undertakes to transfer or transfers the thing for gratuitous temporary use to the other party, and the latter undertakes to return the same thing in the condition in which it received it, taking into account normal wear and tear or in the condition stipulated by the contract[1]. A land plot can be transferred for free use to a citizen in the form of an office allotment, for state universities the possibility of providing office allotments is not provided for	

Continue of the Table 5

Establishment of an easement	Conclusion of an agreement on the establishment of an easement in respect of a land plot. Easement — the right of limited use of someone else's land. An easement may be established to ensure passage and passage through a neighboring land plot, construction, reconstruction and/or operation of linear objects that do not interfere with the use of the land plot in accordance with the permitted use, as well as other needs of the owner of real estate that cannot be provided without the establishment of an easement
Transfer to trust management (limited)	Under the contract of trust management of property, one party (the founder of the management) transfers the property to the other party (the trustee) for a certain period of time into trust management, and the other party undertakes to manage this property in the interests of the founder of the management or the person indicated by him (the beneficiary). The transfer of property to trust management does not entail the transfer of ownership of it to the trustee[1]. Property under operational management cannot be transferred to trust management[1]
Transfer to pledge (limited)	Under an agreement on the pledge of real estate property (mortgage agreement), one party — the mortgagee, who is a creditor under an obligation secured by a mortgage, has the right to obtain satisfaction of its monetary claims against the debtor under this obligation from the value of the mortgaged real estate property of the other party — the pledgor, primary to other creditors of the pledgor, with exceptions, established by federal law. This area is regulated by Federal Law No. 102 of Jule 16, 1998 "On mortgage (pledge of real estate)". According to article 6 of the above-mentioned Federal Law, the mortgage of property (pledge of real estate), the privatization of which is prohibited, is not allowed
Capital investments in the reconstruction of capital construction facilities, the implementation of which involves buildings, structures, construction-in-progress, as well as in the construction of facilities within the boundaries of land plots	
The objects created or acquired as a result of capital investments are assigned to state universities on the right of operational management with a subsequent increase in the cost of fixed assets in operational management	
At the federal budget expense	Enrollment of facilities in targeted investment programs. Budgetary allocations for capital investments in state property of the Russian Federation are provided in the form of budgetary investments in accordance with Article 79 of the Budget Code of the Russian Federation or by providing subsidies to budgetary and autonomous institutions in accordance with Article 78.2 of the Budget Code of the Russian Federation
At the university expense	Enrollment of facilities in the University's development program with funding from the University's income-generating activities
By raising non-budget funds through the closing of an investment agreement, a concession agreement or an agreement on a public-private partnership	As a result of the implementation of the investment agreement, part of the created facility becomes state property, the remaining part is provided to the Investor on the right of ownership or on the terms of a long-term lease (for up to 49 years). The procedure for the federal executive authorities decision making on giving consent to the conclusion of transactions to attract investments in respect of federally owned real estate facilities is regulated by Decree of the Government of the Russian Federation No. 505 of August 10, 2007. Decree of the Government of the Russian Federation No. 234 of April 3, 2008 "On Ensuring Housing and Other Construction on Federally Owned Land Plots" prohibits the approval of transactions and auctions to attract investments in respect of land plots and real estate facilities provided to federal state institutions and located within the boundaries of settlements or within their borders. Under the concession agreement, the Investor carries out the construction and/or reconstruction of the property at his own expense and subsequently uses it for a certain period, after which all the property is returned to the state. The procedure for the preparation, conclusion and execution of concession agreements is regulated by Federal Law No. 115 of Jule 21, 2005 "On Concession Agreements". Under the public-private partnership agreement, the Investor carries out the construction and/or reconstruction of the property at his own expense and subsequently operates or technically maintains it for a certain period, after which the facility is returned to state ownership or may remain with the Investor if the Investor's costs for the creation of the facility exceeded 50 % of the total costs, taking into account the cost of transferred property. The procedure for the preparation, conclusion and execution of public-private partnership agreements is regulated by Federal Law No. 224 of Jule 13, 2015 "On Public-Private Partnership, Municipal-Private Partnership in the Russian Federation and Amendments to Certain Legislative Acts of the Russian Federation". The conclusion of an investment agreement is subject to agreement with the Federal Executive Authorities and the Federal Agency on Property Management, and if the property value exceeds 150 millio.rubles and the volume of capital investments exceeds 500 millio.rubles, also with the Ministry of Finance of the Russian Federation and the Government of the Russian Federation. The concession agreement and the public-private partnership agreement are concluded on the basis of a decision of the Government of the Russian Federation in coordination with the FEA and the Ministry of Economic Development of the Russian Federation

End of the Table 5

Due to donations	Implementation of the capital investments in construction and reconstruction of capital construction projects according to the contract of donation
Change of purpose and implementation of replanning	
Change of purpose of the building, construction, premise, implementation of re-planning and reorganization of the room	In accordance with Federal Law No. 218 of Jule 13, 2015 "On State Registration of Real Estate", additional information about the real estate object is entered into the real estate cadastre — the purpose of the building (non-residential, residential, apartment building, residential building, garden house, garage), if the real estate property is a building; the purpose of the building, if the real estate property is a structure; and the purpose of the premises (residential, non-residential), if the real estate property is a premise. The redevelopment of a premise is a change in its configuration, requiring a change in the technical passport of the premise. The reconstruction of a premise is the installation, replacement or transfer of engineering networks, sanitary, electrical or other equipment that require changes to the technical passport of the premise
Land plot change of purpose	The purpose of the land plot is stated in the category of land, territorial zone, types of permitted use of the land plot. The Government of the Russian Federation shall change the categories of lands for their intended purpose (lands of settlements; agricultural lands; lands of industry, energy, transport, communications, radio broadcasting, television, computer science…) with respect to lands that are federally owned. Lands of settlements are recognized as lands used and intended for the construction and development of settlements. The composition of the lands of settlements may include land plots assigned in accordance with town-planning regulations to various territorial zones (residential; social and business; industrial; engineering and transport infrastructures; recreational; agricultural use; special purpose; military facilities; other territorial zones). The rules of land use and development of the territory establish town-planning regulations for each territorial zone individually, taking into account the peculiarities of its location and development, as well as the possibility of territorial combination of various types of land use (residential, public-business, industrial, recreational and other types of land use). Town-planning regulations are mandatory for all owners of land plots, land users, landowners and tenants of land plots, regardless of the forms of ownership and other rights to land plots. These persons may use land plots in accordance with any type of permitted use provided for by the town-planning regulations for each territorial zone. In relation to the land plot, the types of permitted use (one or more) are established: basic, auxiliary, conditionally permitted. The rightholder of the land plot chooses the main or auxiliary type of permitted use. Permission may also be obtained for a conditionally permitted type of permitted use. Changing the type of permitted use of a land plot and assigning a land plot to a certain territorial zone is carried out by making appropriate changes to the Rules of Land Use and Development of the territory. For example, the Rules of Land Use and Development of the city of Moscow were approved by the Decree of the Government of Moscow dated March 28, 2017 No. 120-PP, and the Procedure for sending and considering proposals to amend the rules of land use and development of the city of Moscow was approved by the Decree of the Government of Moscow dated May 17, 2018 No. 457-PP

such a decision in terms of compliance with the objectives of the university's activities (education and science) and the formation of the necessary infrastructure to ensure it. In order to carry out the construction and reconstruction of capital construction facilities, it is necessary first of all to ensure the allocation of funding.

The existing mechanisms for the use and ownership of real estate are structured in Table 6.

The use of real estate is an opportunity to use (exploit) property with the extraction of beneficial properties. Existing mechanisms for the use of real estate: capital repairs, operation, methods of effective use of property.

Ownership of real estate is the possibility of actual possession, which imposes on the owner of the property the obligations to account for the property and registration of rights; to comply with the order of disposal and use of property; to pay taxes.

The mechanisms of use and ownership do not require coordination with the owner of the property and are limited only to the objectives of the activity and the purpose of the property.

With a long-term absence of repair and construction work, the life cycle is reduced and the period of existence of buildings is shortened. Without timely repair work, the operation of buildings leads to excessive consumption of energy resources, hence an increase in the cost of housing and communal services and an increase in the cost of emergency recovery works [7]. The costs of building operation amount to more than 75 % of the total cost of the building's life cycle (design/construction/operation/disposal), in this regard, the use of effective mechanisms for the use of real estate leads to a reduction in unnecessary costs for the maintenance of property and the extension of the service life of buildings due to effective operation and capital repairs, which in general will reduce the total cost of ownership of the building [8, 9].

Ownership, in turn, imposes obligations on the owner of the property to account for property and register rights, to comply with the order of disposal and use of property and to pay taxes, if they are not fulfilled, restrictions will arise in the use of mechanisms for the distribution and use of property.

The management mechanisms of the asset complex of the state University are structured in Fig. 2.

The development of methods for the effective use of property is one of the stages of creating a comprehensive mechanism for effective management of the asset complex of state universities. Such methods include: increasing the occupancy of classrooms; transferring classes to the territory of industrial partners; reducing excessive space; opening access to sports and service facilities of the university for city residents and visitors; increasing income from the use of property.

Table 6. The use of real estate mechanisms

Major repairs of buildings and constructions	
Major repair of capital construction facilities — replacement and/or restoration of building structures of capital construction facilities or elements of such structures, with the exception of load-bearing building structures, replacement and/or restoration of engineering infrastructure and engineering infrastructure networks of capital construction facilities or their elements, as well as replacement of individual elements of load-bearing building structures for similar or other elements that improve the performance of such structures and/or the restoration of these elements[4]. Major repairs include the removal of all worn-out elements, restoration or replacement with more durable and cost-effective ones that improve operational performance, while economically feasible modernization can be carried out, including improving the layout, increasing the number and quality of services, equipping with missing types of engineering equipment, landscaping	
At the federal budget expenses	In accordance with Article 78.1. of the Budget Code of the Russian Federation, the budgets of the budgetary system of the Russian Federation provide subsidies to budgetary and autonomous institutions for financial support of their performance of state (municipal) tasks, calculated with allowances made for the standard costs for the provision of state (municipal) services to individuals and/or legal entities and standard costs for the maintenance of state (municipal) property. Subsidies may also be provided to budgetary and autonomous institutions for other purposes. The Order of the Ministry of Finance of the Russian Federation dated December 13, 2017 No. 226n approved the list of codes of targeted subsidies provided to federal budget institutions and federal autonomous institutions in accordance with the second period of paragraph 1 of Article 78.1 and Article 78.2 of the Budget Code of the Russian Federation, including subsidies for the implementation of measures for the major repairs of real estate, including restoration, with the exception of reconstruction with elements of restoration (code 02–01), subsidies for the purpose of performing engineering surveys, preparation of project documentation for the repair of real estate facilities, as well as conducting a state examination of the specified project documentation and the results of the specified engineering surveys (code 02–10)
At the expense of the university funds	Adding facilities to the university's development program with funding from the university's income-generating activities
Due to donations	Implementation of major repairs of capital construction facilities in accordance with the donation agreement
Operation of buildings and constructions	
In accordance with "SP 255.1325800.2016. A set of rules. Buildings and structures. Operating rules. Basic provisions" operation of buildings (structures) is a set of measures for the maintenance, servicing and repair of buildings (structures), ensuring their safe functioning and sanitary condition in accordance with their functional purpose	
Operational control	The parameters of the technical and sanitary condition of the building (structure) compliance control with the parameters that ensure the safety and design operating criteria of the building, structure. Operational control over the technical status of buildings and structures is carried out through regular inspections, control checks and monitoring of the status of building bases, building structures, engineering infrastructure and engineering support networks
Routine maintenance	Maintenance of proper technical status of buildings (structures) in terms of stability, reliability parameters, as well as serviceability of building structures, engineering infrastructure, engineering support networks, their elements in accordance with the requirements of technical regulations, design documentation
Routine repair	It is carried out in order to restore the serviceability or operability of structures and engineering infrastructure, as well as to maintain operational parameters; it consists in systematic and timely work to protect the parts of buildings and equipment from premature wear and eliminate possible minor damages and malfunctions
Emergency and dispatch office service	Carries out day-to-day control over the engineering infrastructure of buildings (structures) operation and utilities quality control, registration and control of the execution of requests related to the operation of buildings (structures), and takes operational measures to ensure the safety of citizens in case of emergency situations or the risk of their occurrence
Sanitary maintenance	A set of measures to maintain the condition of real estate facilities in accordance with the sanitary and epidemiological requirements established for such facilities in order to ensure work safety, living and recreation conditions for people [6]
Utilities	Utilities include cold and hot water, electricity, gas, thermal energy, as well as sewage and wastewater disposal. The provision of utility resources is carried out on the basis of contracts with utility providing organizations
Security	Security of real estate facilities is carried out by providing security services to ensure access and on-site modes and property protection

End of the Table 6

Efficient property use methods	
Property accounting and rights registration	
State cadastral registration and state registration of the rights	The right of ownership and other property rights to immovable things, restrictions on these rights, their occurrence, transfer and termination are subject to state registration in the unified state register of real estate by the bodies performing state registration of rights to real estate and transactions with it[1]. State registration of real estate is regulated by Federal Law No. 218-FZ of Jule 13, 2015 "About State Registration of Real estate". State registration of real estate includes state cadastral registration and state registration of rights. State cadastral registration is the entry into the EGRN of information about real estate object that confirm the existence of such a real estate object with characteristics that allow it to be defined as an individually defined thing, or confirm the termination of its existence. State registration of rights — making an entry in the EGRN about the right to real estate property, information about which is entered in the EGRN. In accordance with the Decree of the Government of the Russian Federation No. 457 dated June 1, 2009 "About the Federal Service for State Registration, Cadastre and Cartography", state cadastral registration, state registration of rights, maintenance of the Unified State Register of Property Rights and Transactions are carried out by the Federal Service for State Registration, Cadastre and Cartography and its territorial bodies
Accounting of property in the federal property register	In respect of federal property along with the state registration of real estate it is also registered in the register of federal property. Accounting of federal property is accompanied by the assignment of the registry number of federal property, the register is maintained in electronic form in the subsystem "Automated system of accounting of federal property" of the federal state information and analytical system "Unified system of State Property Management". Accounting of federal property and maintenance of the register of federal Property is carried out by the Federal Agency for State Property Management and its territorial bodies
Inventory of property	Within the framework of accounting, inventory is understood as checking the availability of an organization's property and the state of its financial obligations on a certain date by comparing actual data with accounting data. At the same time, the procedure and rules for conducting an inventory are regulated by the Order of the Ministry of Finance of the Russian Federation No. 49 dated June 13, 1995 "On approval of Methodological Guidelines for the inventory of property and financial obligations". In accordance with the Order of the Ministry of State Property of the Russian Federation dated October 12, 1998 No. 1289-r "On conducting an inventory of federal real estate objects", the main goals and objectives of the inventory of federal real estate objects are: identification of the actual presence of inventory objects, their characteristics and comparison of the latter with accounting data; determination of the technical condition of inventory objects and possibilities of their further operation; organization of the actual accounting of federal real estate objects; bringing accounting data in line with the actual parameters of inventory objects; identification of owners and users of inventory objects; identification of inefficiently used, unused or misused inventory objects, as well as violations in their use; determination of measures aimed at improving the efficiency of the use of federal real estate objects; creation of an information array of federal data property. Thus, the inventory of real estate should be understood as a complete check of the availability of real estate, its actual condition on a certain date by comparing the actual data with accounting data, the Unified State Register of Real Estate and the Federal Property Register
Compliance with the order of property disposal and use	Compliance with the order of property disposal consists in coordinating transactions on property disposal with the owner of the property. Compliance with the order of property use consists in monitoring the property use in accordance with the objectives of the activity and the purpose of the property — in relation to buildings and structures; in accordance with the objectives established by the act on the provision of land for use and permitted use — in relation to the land plot
Tax payment	The owner bears the burden of maintaining the property belonging to him, unless otherwise provided by law or contract[1]. All the expenses of the owner for the maintenance of the property can be divided into permanent, conditionally-permanent and variable. Conditionally fixed and variable costs can be reduced due to actions carried out within the framework of the operation of buildings and structures, and fixed costs are an unchangeable amount. Permanent expenses include taxes: corporate property tax and land tax

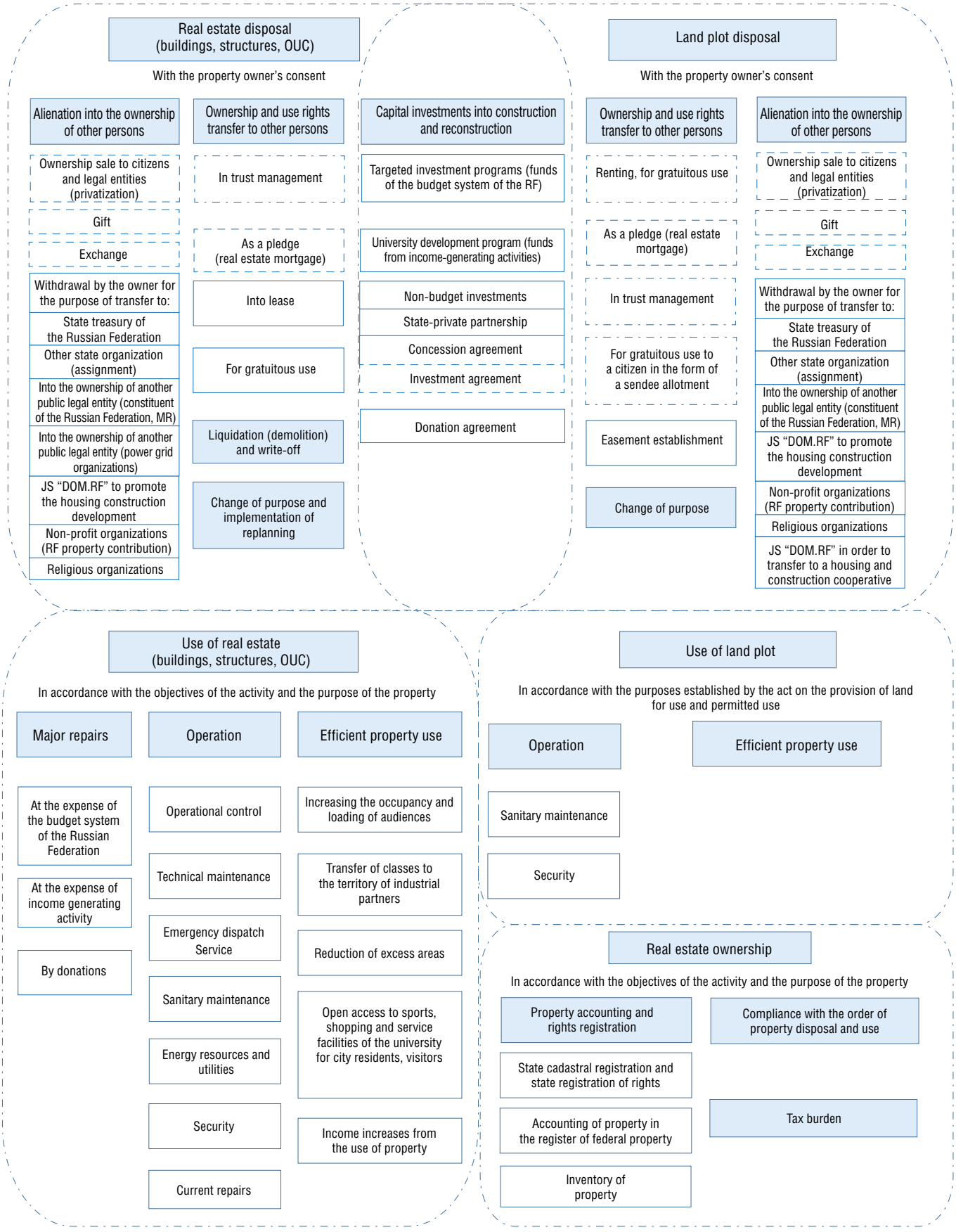


Fig. 2. The existing mechanisms of management of a property complex of the state university

CONCLUSION

The analysis of legal organizational forms of universities and the procedure of interaction between a state university and the owner of the property allowed us to identify the current mechanisms used to manage the assets of a state university, which are associated with the realization of the rights of disposal, use and possession belonging to the owner of the property.

The use of mechanisms for managing the asset complex should take into account the tasks that education faces. The priority tasks in the field of transport education until 2035 are defined as follows[6]:

- digitalization of education, the introduction of a "digital university" model that provides management of an educational organization based on big data using platform solutions;
- implementation of educational programs for the "professions of the future";
- introduction of distance education technologies;
- expanding use of virtual simulators, virtual and augmented reality tools;
- dual and project-oriented training, development of educational programs together with the customers of targeted training, correlation of educational programs with the implementation of real projects commissioned by business partners;
- creation of business incubators and acceleration programs on the basis of educational organizations that support the entrepreneurial activity of students.

The implementation of digitalization plans, the introduction of a distance education format using virtual simulators, interaction with industrial partners, will affect the efficiency of the management of the asset complex.

For technical higher education institutions, the introduction of practice-oriented educational standards with the use of modern equipment in the training process on the territory of existing production facilities, as well as a mechanism for creating educational and industrial formations on the principle of "University-Production" in the real sector of the economy, with the provision of advantages and benefits to attract major industrial partners, will allow to free the areas occupied by outdated educational equipment, while increasing the efficiency of 1 student per 1 sq. m the area of the asset complex, without requiring investments in updating the educational and laboratory facilities.

REFERENCES

1. Volkov R.V. Structural changes analysis of the university corps of the country. Challenges and development trends. Real estate: economics,management.2022;2:65-73.DOI:10.22337/2073-8412-2022-2-65-73 URL: https://n-eu.iasv.ru/index.php/neu/article/view/80 (rus.).
2. Economics and real estate management. Part I. The textbook in two parts. P.G. Grabovy (ed.). Moscow, 2019; 13. (rus.).
3. Gorbaneva E.P., Ovchinnikova E.V., Mishchenko A.V. Efficiency of application algorithms for searching the shortest way carrying out the capital repair of the housing stock. Real estate: economics, management. 2020; 1:49-56. URL: https://www.elibrary.ru/item.asp?id=42669875 (rus.).
4. Surveying: Organization, expertise, management. Part I. The textbook in three parts. P.G. Grabovy (ed.). Moscow, 2021; 28. (rus.).
5. Economics and real estate management. Part II. The textbook in two parts. P.G. Grabovy (ed.). Moscow, 2019; 130. (rus.).
6. Surveying: Organization, examination, management. Part III. The textbook in three parts. P.G. Grabovy (ed.). Moscow, 2021; 346. (rus.).
7. Tarasevich E.I. To the question of the methodology of automation of real estate management. Real estate: economics, management. 2019; 1:25-31. URL: https://www.elibrary.ru/item.asp?id=38032936 (rus.).
8. Construction management. Part I : the textbook in three parts. P.G. Grabovy, A.A. Lapidusa (ed.). Moscow, 2022; 397-405. (rus.).
9. Ginzburg A.V., Razheva D.P. Formation of an information model of the facility operation at the design stage. Real estate: economics, management. 2018; 4:58-62. URL: https://www.elibrary.ru/item.asp?id=37272301 (rus.).

Механизмы управления имущественным комплексом образовательных организаций высшего образования (на примере государственных университетов)

Государственные университеты, в имущественном комплексе которых преобладают здания постройки конца XIX — первой половины XX века, сталкиваются с проблемой, связанной со значительным износом имущественного фонда и увеличением доли расходов университета на его содержание.

Профессиональное управление недвижимостью позволяет значительно продлить жизненный цикл объекта недвижимости и повысить эффективность расходования средств на его содержание. Для выбора наиболее эффективных методов управления имущественным комплексом государственных университетов, которые в конечном итоге позволят повысить результативность деятельности университетов, необходимо определить существующие механизмы и методы управления государственным имуществом.

В статье проанализированы организационно-правовые формы университетов России и порядок взаимодействия государственного университета с собственником имущества. Описаны существующие механизмы управления имущественным комплексом государственного университета, включающие различные способы распоряжения, пользования и владения объектами недвижимого имущества.

Ключевые слова: *высшее образование, организационно-правовые формы университетов, имущественный комплекс вузов, управление недвижимым имуществом*

СПИСОК ИСТОЧНИКОВ

1. Волков Р.В. Анализ изменений в структуре университетского корпуса страны. Проблемы и тенденции развития // Недвижимость: экономика, управление. 2022. № 2. С. 65–73. DOI: 10.22337/2073-8412-2022-2-65-73 URL: https://n-eu.iasv.ru/index.php/neu/article/view/80
2. Экономика и управление недвижимостью. Часть I. Учебник в двух частях / под общ. ред. П.Г. Грабового. М., 2019. С. 13.
3. Горбанева Е.П., Овчинникова Е.В., Мищенко А.В. Эффективность применения алгоритмов поиска кратчайшего пути при проведении капитального ремонта жилищного фонда // Недвижимость: экономика, управление. 2020. № 1. С. 49–56. URL: https://www.elibrary.ru/item.asp?id=42669875
4. Сервейинг: Организация, экспертиза, управление. Часть I. Учебник в трех частях / под общ. ред. П.Г. Грабового. М., 2021. С. 28.
5. Экономика и управлению недвижимостью. Часть II. Учебник в двух частях / под общ. ред. П.Г. Грабового. М., 2019. С. 130.

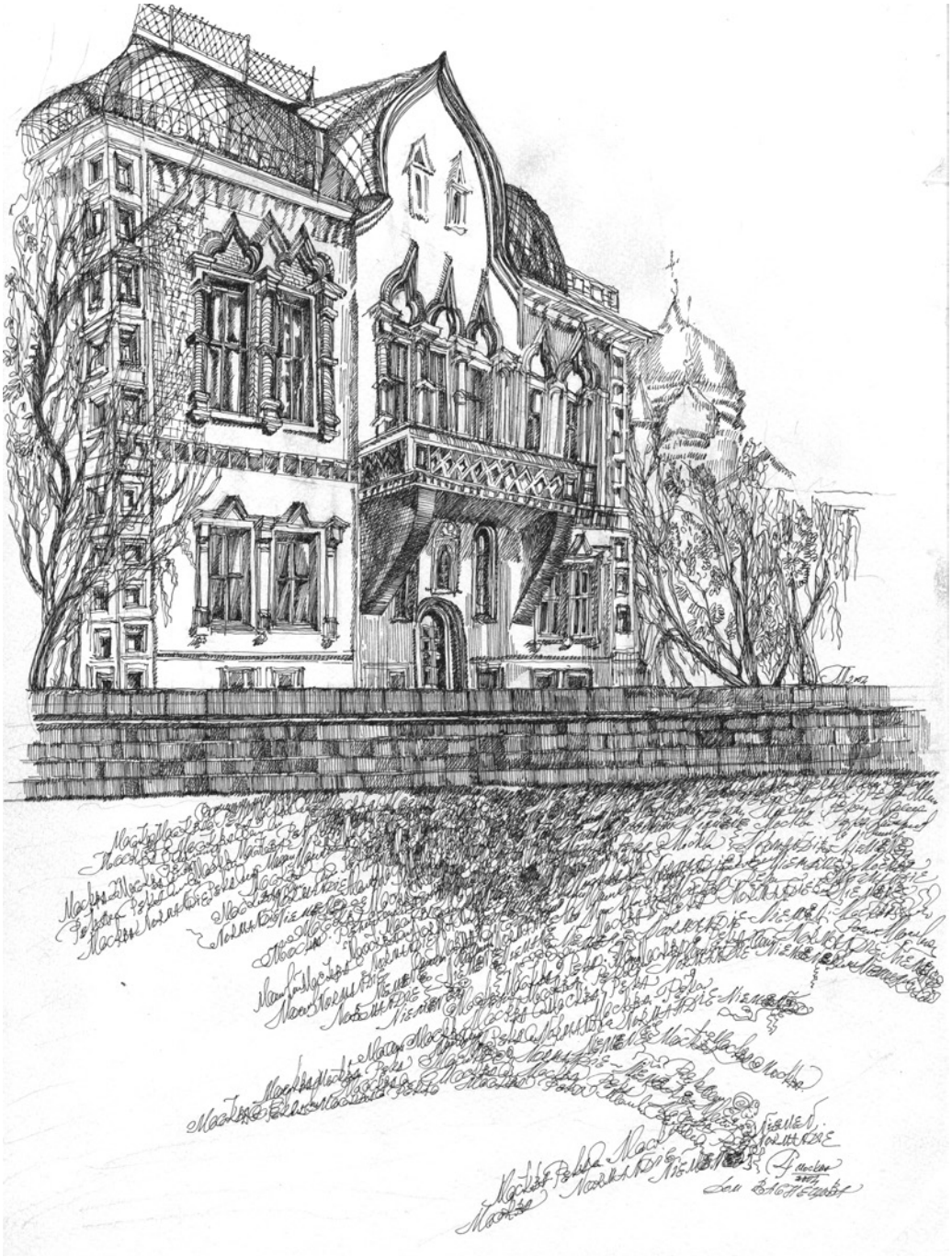
6 The concept for training transport personnel until 2035 : approved by the Order of the Government of the Russian Federation of February 6, 2021. No. 255-r. (rus.).

6. Сервейинг: Организация, экспертиза, управление. Часть III. Учебник в трех частях / под общ. ред. П.Г. Грабового. М., 2021. С. 346.
7. Тарасевич Е.И. К вопросу методологии автоматизации управления недвижимым имуществом организации // Недвижимость: экономика, управление. 2019. № 1. С. 25–31. URL: https://www.elibrary.ru/item.asp?id=38032936
8. Управление строительством : учебник в трех частях. Часть I. / под общ. ред. П.Г. Грабового, А.А. Лапидуса. М., 2022. С. 397–405.
9. Гинзбург А.В., Ражева Д.П. Формирование информационной модели эксплуатации объекта на стадии проектирования // Недвижимость: экономика, управление. 2018. № 4. С. 58–62. URL: https://www.elibrary.ru/item.asp?id=37272301

Об авторе: **Волков Роман Вячеславович** — кандидат экономических наук, первый проректор; **Российский университет транспорта (РУТ (МИИТ))**; 127994, г. Москва, ул. Образцова, д. 9, стр. 9; РИНЦ ID: 872062; volkov-su4@mail.ru.

For citation: Volkov R.V. Asset management tools used by institutions of higher education (cases of state universities). *Real estate: economics, management*. 2022; 3:55-69.

Для цитирования: *Волков Р.В.* Asset management tools used by institutions of higher education (cases of state universities) // Недвижимость: экономика, управление. 2022. № 3. С. 55–69.



Л.И. Павлова. Москва. Дом Васнецова. Рисунок, тушь, перо.