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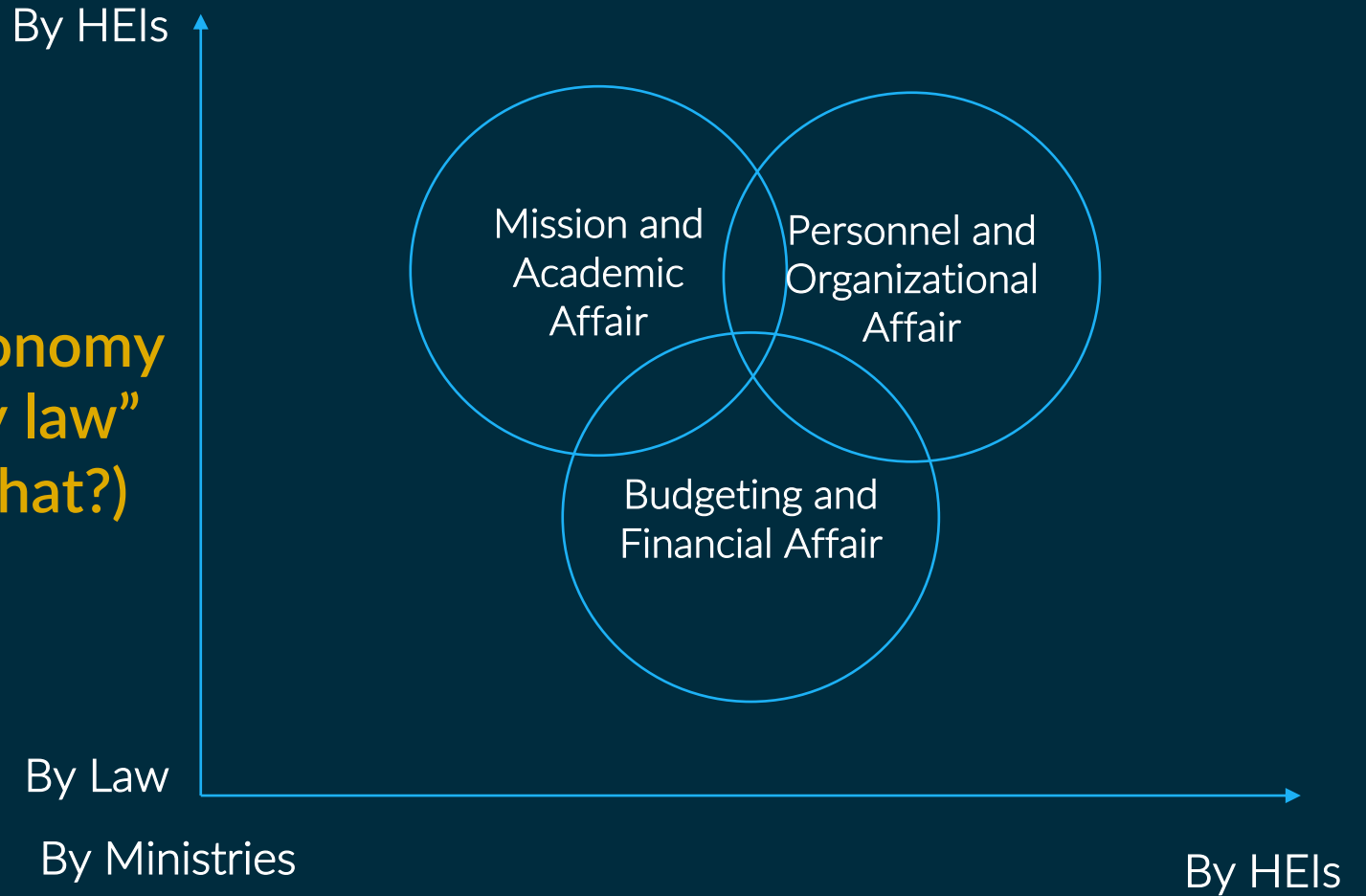
# University Autonomy

Experiences of Hanoi University  
of Science and Technology

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# Dimensions of University Autonomy: Decision making

Autonomy  
“by law”  
(what?)



Autonomy “by governance”  
(who and how?)

# University autonomy is a key policy in Vietnam HE

## Res. 77/NĐ-CP in 2014:

- More freedom for HEIs in academic, financial, organizational and personnel affairs by giving up state subvention budget
- Pilot implementation proposals approved for 23 HEIs for 2014-2017, now still effective
- Considered to be quite successful (no university want go back to these old days)

## HE Law 34/QH (effective 7/2019):

- Adopted most policies from Res. 77
- More power for university council
- More freedom for HEIs in establishing their own charter and regulations
- State funding will be changed from subvention-base toward a competition-based model
- Need further implementation guidelines from government

# Misconceptions about university autonomy

1. University autonomy means decreased state funding?
2. Financial supports from the government means tight control?
3. Full autonomy means total freedom for the universities?
4. Autonomous universities would increase student enrollment and lower education quality?
5. Autonomous universities would focus on education and do not promote research?
6. All powers and duties from (line) ministries shifted to university council?
7. University council has the same power and duties as corporate board (of directors)?

## The reality of university autonomy

1. More program offering addressed to student's needs (including international programs)
2. Increased tuition fees appropriate to education quality and services (market-driven)
3. Stronger competitions among HEIs in respect to student admission, staff development, international collaboration, quality assurance, research, ranking...
4. State funding still play an important role (especially for research-oriented universities)
5. Sharing powers and duties between university council and president/rector is still a big issue in most universities

# Some facts and figures of HUST

Established in 1956, Hanoi University of Science and Technology is the leading technical university in Vietnam

- 1,150 Academic staffs (70% PhD holders, 23% professors)
- 33,000 full-time students (30,000 undergrads, 3,000 graduate students)
- 2,000 part-time students
- Autonomous status since 10/2016
- Institution accreditation 6/2017 (HCERES, France)
- THE WUR by Subject 2020: ranked 300-400 in Engineering and Technology (#4 in Southeast Asia)

## HUST Initiative in 2011

- Proposal of pilot autonomy implementation approved by MOET for the period 2011-2016
- Granted many rights and duties in academic and personnel affairs, industry and international collaborations (*no financial autonomy*)
- Having significant impacts on the HE Law 2012 and other HE policies

# HUST autonomy implementation since 2016 (within Res. 77)

- Establishment of University Council
- Development and implementation of 2017-2025 Strategy
- Issue of new university charter and revised policies and regulations
- Restructuring administrative units
- Delegating more rights and responsibilities to academic units
- Implementing a decentralized budgeting system (*Responsibility Centered Management*)
- Increasing tuition fees gradually
- Implementing a 3P compensation system
- ...



# HUST becomes a role model for autonomous universities in Vietnam

Over 4 years (2015-2019)

- Total income increased by 45%
- Staff salary increased by average 70%
- Ratio of academic staffs with PhD increased from 57% to 69%
- Research income and publications per academic staff increased by nearly 100%
- Graduates getting a job within 3 months increased from 62% to 74%, within 6 month increased from 89% to 93%
- 2019: recruits ONE THIRD of top 1% students nationwide (best in math and science)

## Our best practices

- Incorporate university autonomy into a long-term university strategic plan of reform
- Balance the powers and duties between the Council and the President/Rector
- Decentralize the management system, especially in academic and financial matters
- Empower the people at middle management level by training and delegation
- Design policies to change the mindset of people toward a customer-oriented (service-oriented) business
- Design an integrated university communication and branding system to support the reform process