

Decision of the FIBAA Accreditation and Certification Committee



13th Meeting on March 6, 2024

INSTITUTIONAL ACCREDITATION

Project Number:	21/122
Higher Education Institution:	National Economics University
Location:	Hanoi, Vietnam
Type of Accreditation:	Initial accreditation

The FIBAA Accreditation and Certification Committee has taken the following decisions:

According to § 7 (6) in conjunction with § 9 (2) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Institutional Accreditation from January 1, 2021, the HEI is accredited.

Period of Accreditation: March 6, 2024, until March 5, 2030.

The FIBAA Quality Seal is awarded.

Institutional Accreditation
National Economics University, Vietnam
Assessment Report



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A. Accreditation Procedure

A contract for the initial Institutional Accreditation was made between FIBAA and the National Economics University, Vietnam, on April 5, 2022. On August 4, 2022, the HEI submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation are met.

At the same time, FIBAA appointed a review panel¹. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Andreas Breinbauer

University of Applied Sciences BFI Vienna

Head/ Course Director of the Master's and Bachelor's Degree Programmes in Logistics and Transport Management

Christopher Bohlens

FernUniversitaet in Hagen, Distance University, Hagen, Germany

Student of Management & Business Development (M.Sc.) and Bachelor of Laws (LL.B.) (completed: Economics and Political Science (B.Sc.) (Leuphana University Lueneburg)

Dr. Thi Thu Ha Dinh

Thai Binh Duong University

Head of Finance - Banking Division

Prof. Dr. Ronald Glasberg

SRH University Berlin

Head of the Institute for International Strategic Management & Innovations

Professor of International Strategic Management

Dr. Ekkehard Hermsdorf

Volkswagen Group AutoVision GmbH, Wolfsburg

Head of Quality Management/ Qualification Coordination

Prof. Dr. Claudia Mössenlechner (Chair of Expert Panel)

MCI International University

Head of Learning Solutions/ Deputy Head of College

Professor of Tourism (Tourism, Business)

FIBAA project manager:

Adriane Janosch

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and an online conference. The online conference took place on December 12 – 15, 2023 via the video conferencing tool Zoom. At the end of the online conference, the panel gave a short feedback on its impressions to representatives of the Faculty.

¹ The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for comments on February 16, 2024. The statement on the report was given up on February 27, 2024. It has been taken into account in the report at hand.

B. Summary

Overall, the panel gained a generally positive impression of the established quality assurance processes at National Economics University (NEU).

The panel notes that NEU has formulated a clear and comprehensible mission statement that corresponds to its profile. In addition, the University's profile is also harmonised and plausible with regard to its specialisation in economics, management, and business administration. Accordingly, NEU has defined its target groups. Because NEU wants to enrol the best students, it has a high selection rate. However, the panel points out that NEU does not yet have a specific target group in relation to the University's goal of a more international outlook and performance. If NEU wishes to further internationalise its profile, the international target group should be defined and specified accordingly.

Regarding NEU's strategic objectives, the panel is in general positive about NEU's Development Strategy for the period 2021-2030. In this context, the panel suggests that the University could make the strategy more practical by breaking it down into smaller strategic milestones and formulating it according to the SMART method, for example.

NEU has created and specified various committees for academic study and guidance, in addition to offices and departments for administrative and support functions. Based on interviews with Faculty's staff conducted during the online conference, the panel determined that the management and governing structures of NEU are both efficient and well-functioning.

Overall, NEU pursues a comprehensible strategy with regard to its quality management. According to the panel, the defined quality assurance regulations enable the University to receive necessary information and data to react appropriately and enhance the quality of its activities. Furthermore, the implemented quality management system of the University and its formal framework with all the regulations and responsibilities is ensured. The quality control loops and quality management instruments are connected and aligned to the different areas of performance. Members of the University and external stakeholders are integrated into the system and given the chance to take an active role in quality control. In terms of student participation, however, there is room for improvement regarding the student body's involvement in committee structures. In the opinion of the panel, the University has established a quality management system that regularly reviews the development of the study programmes.

NEU's study programme portfolio on Bachelor, Master and PhD level corresponds to the University's profile. The plans for upcoming programmes and the newly added programmes are, for the most part, aligned with the University's strategy. Regarding NEU's internationalisation goal, though, the University might include an international viewpoint more thoroughly into the programmes' intended learning outcomes (ILO) and/or programme learning outcomes (PLO). However, the documentation of the presented study programmes demonstrates that the University is capable of developing suitable concepts for study programmes.

The panel has gained a very good impression of the research quality and research activities. During the online conference, the panel noted NEU's overall efforts to strengthen its research activities. As a result, the University supports and integrates the teaching staff with the research environment of their particular fields and strongly supports student participation in

research projects as a valuable means of advancing students' scientific abilities. The panel welcomes the many opportunities for students to get involved in the University's research projects.

The University has also implemented procedures such as the anti-plagiarism software Turnitin, Academic Integrity training as well as its own Research Integrity Committee to ensure good scientific practice. In the view of the panel, the quality management system includes appropriate instruments and methods for the regular assessment of the quality of research.

The panel appreciates NEU's many different research collaborations, especially with businesses and in the field of economics, with which the University carries out many consultation projects. The University also has various projects with the government, which show that NEU is well embedded in the overall national research scene. Therefore, the panel encourages the University to strengthen their international research cooperations in order to consolidate its position on the international research scene.

The panel welcomes that a variety of guidance and assistance by faculty and staff are available to students. Given that NEU's profile is oriented toward increasing its international outlook, the panel believes it is advisable to promote its services and university information in English to reinforce this international image and attract incoming international students.

Since an online conference was conducted, the panel did not have the opportunity to visit the University's building and its facilities. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured regarding the capacities for teaching, research, studies, and administration as well as the available rooms and facilities.

The panel formed the view that the full-time and part-time academic staff members' qualifications meet the needs of research, teaching, and study. Regarding NEU's strategy and research orientation, the University should consider the number of professors compared to international standards. Although the number corresponds to the specified national standards, the number of full-time professors could be further increased in line with the University's vision of being one of the top 100 universities in Asia in the area of research. The panel therefore recommends reviewing the number of professors with regard to the University's strategic goals and aiming for a higher number of professors.

Given NEU's financial resources, which are mainly financed by tuition fees, but also by different service activities and grants, and based on the information provided, the panel considers that the financing of all performance areas is provided and secured to the necessary extent.

The panel notes that NEU sets out its competences and responsibilities and its control systems very clearly in writing and regulates them accordingly. However, the panel considers it advisable to introduce more comprehensive process documentation and/or workflow documentation which would lead to greater transparency. NEU's different processes and corresponding function and role holders could thus be communicated more clearly both externally and within the University, especially as the different processes are anchored in many different regulations. For example, graphical representations and process flow charts could be used and the responsibilities for those involved in the process could be visualised more clearly.

In order to guarantee that prospective students and possible collaboration partners receive guidance and information, NEU has set up appropriate service offers. As NEU's profile is

geared towards becoming more international, the panel considers it strongly advisable to provide all services and information in English in order to strengthen this international profile and provide good support for future international students.

The University ensures that external stakeholders and the public are regularly informed about the NEU's activities and has a dedicated communications department for this purpose. In addition, NEU works closely with the government and provides and works on many different consultancy services and projects with companies. NEU thus demonstrates its active work and network communication, especially with external stakeholders.

In principle, the University informs its members in an appropriate manner about quality management measures and results. However, the panel would like to see the evaluation results with students communicated more proactively to show students more clearly what is being done with their results.

C. Panel Recommendation

According to § 7 (3) in conjunction with § 10 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for the Institutional Accreditation”, the National Economics University is accredited.

Period of Accreditation: March 6, 2024, until March 5, 2030.

The panel members identified several areas that could be further developed. The panel recommends:

- that a corresponding target group be defined with regard to NEU's goal of international performance/orientation (see chapter I.);
- that the University considers giving a seat to student representatives in more bodies at the university management level (see chapter II.);
- reviewing the number of professors with regard to the University's strategic goals and aiming for a higher number of professors (see chapter VI.);
- using graphical charts as well as process flow diagrams (for example in the quality manual) (see chapter VII.);
- considering a concrete process for actively discussing the evaluation results and the quality assurance measures to be derived from them with the students (see chapter VII.).

There are three criteria that exceed the quality requirements:

- Research transfer to the areas of studies and teaching (see chapter III.),
- Research cooperation (see chapter IV.),
- Public relations (see chapter VII.).

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0. Country Information

Table 1 DAAD (German Academic Exchange Service) Data Sheet Vietnam 2021²

Form of government:	One-party system (Communist Party of Vietnam)
Population (2021):	97,339,000
Age group 15 to 24 years:	13.321.000 (13 %)
Total expenditure on education (public, in % of GDP):	4.17
Share of research expenditure in GDP (in %):	0,53
Enrolled students:	1,966,245

The following information was taken from the DAAD Globus Country Report: Vietnam 2022³. With the declaration of independence in 1945 and the end of the French colonial period in 1954, the rule of the Communist Party under Ho Chi Minh in divided Vietnam began initially only in the North. The higher education system in North Vietnam was rebuilt along Soviet lines. The universities served only teaching purposes and were usually concentrated on one subject area. Most of them are still under direct ministerial supervision today.

In South Vietnam, on the other hand, the French higher education model was continued, albeit with increasing American influence, for example through the establishment of comprehensive universities and colleges or the founding of private universities, which were banned in the North.

After the end of the Vietnam War in 1975, the North and the South were reunited under communist rule. While barely 56,000 students were enrolled at the universities in North Vietnam at that time, around 150,000 students were studying at the universities in South Vietnam. With reunification, the Soviet model of specialised teaching institutions was applied to the whole country. Research was not carried out at these universities. Instead, research academies were set up along Soviet lines, such as the Vietnam Academy of Science and Technology (VAST) with its current 33 research institutes or specialised academies. They are still subordinate to the Ministry of Science or other ministries.

In view of the great impoverishment of large parts of the population, the previous model of a strictly centralised planned economy was increasingly reformed in favour of a "socialist market economy" in the mid-1980s. At the beginning of the 1990s, the reform of Vietnam's higher education system began and the country turned away from the Soviet model of higher education, which was further accelerated by the collapse of the Warsaw Pact.

A first important reform step was the establishment of two national universities in Hanoi and Ho Chi Minh City and three regional universities in Thai Nguyen, Hue and Danang from 1993

² Cf. https://static.daad.de/media/daad_de/pdfs_nicht_barrierefrei/der-daad/zahlen-fakten/daad-laenderstatistik_327.pdf (in German; accessed on January 17, 2024).

³ Cf. https://static.daad.de/media/daad_de/pdfs_nicht_barrierefrei/infos-services-fuer-hochschulen/laendersachstaende/expertise-zu-themen-laendern-regionen/vietnam_daad_sachstand.pdf : Chapter „Bildung und Wissenschaft“ (in German; accessed on January 17, 2024).

to 1995. Specialised universities have been grouped together under one umbrella to form a university with a broad range of subjects (for example, Thai Nguyen University of Agriculture & Forestry under the umbrella of Thai Nguyen University). These five "umbrella universities" offer a comprehensive range of subjects and are also mandated to conduct research in addition to teaching. The same is now true for other universities such as the Hanoi University of Science & Technology (HUST) or Can Tho University in the Mekong Delta.

Almost all higher education institutions are under the comprehensive supervision of the Ministry of Education and Training (MoET) but are often additionally assigned to the respective sectoral ministries such as agriculture, health, justice or the local People's Committees, which makes it difficult to comply with uniform standards. In the course of the reform process initiated by the government to grant higher education institutions more autonomy, 23 Vietnamese higher education institutions have been participating in a pilot project since 2015 and have gained experience with autonomy, for example in the management and administration of a higher education institution, in personnel decisions or in the design of study programmes. However, the MoET calls on the universities to have more autonomy, so that more and more universities have initiated corresponding processes, adopted a university charter, set up a university council and change structures in order to be able to act and make decisions more independently of the ministry in the future.

The autonomy of higher education desired and decreed by the government is not met with enthusiasm everywhere, however, because it is also intended to gradually abolish the automatic basic funding of higher education institutions and to change higher education funding from flat-rate allocations to a competitive performance-based system. Universities are now to be financed to a large extent by tuition fees, by third-party funding, especially in research, and by services. In the meantime, fully autonomous universities no longer receive any basic funding, and at other universities, too, the state's share of funding is increasingly declining and in some cases accounts for only five per cent of a university's budget.

The government's long-term goal is to transform Vietnam into a knowledge-based industrial society and train the necessary skilled workers for socio-economic development in the age of Industry 4.0. The government is making serious efforts to improve the quality of universities. As an essential prerequisite, all Vietnamese universities should be given full autonomy in the coming years and be transformed into a more competitive higher education system with a clear share of private universities. A few years ago, this was still unthinkable in Vietnam's Soviet-style higher education system.

The Higher Education Law of 2012, the first of its kind in Vietnam, created a legal framework for a differentiated higher education landscape with research universities, colleges focusing on teaching and vocational colleges. In addition, the autonomy of higher education institutions was enshrined in law, albeit with many unanswered questions.

With the amendment of the Higher Education Act 2018, some of these important issues have been settled: Autonomous higher education institutions can now set up study programmes and departments independently, with the exception of health, teacher training, security and defence, which particularly affect national interests. A prerequisite for autonomy is that the higher education institutions are accredited and make important information transparent, such as examination results, the graduation rate and quality assurance measures. Furthermore, an independent university council must be established, which is responsible, among other things, for strategic development and the appointment of university management.

It may also be chaired by a non-academic, for example a representative of the business community. The amended law came into force on July 1, 2019.

According to the German Federal Foreign Office, the political system is based on the Communist Party's sole claim to power. In Vietnam, the key decision-makers in a university are mostly members of the Communist Party. The Communist Party is involved in a university's affairs through a party leader, and political guidelines and limits must be observed (DAAD Hanoi, 2022). The Communist Party of Vietnam (CPV) claims a role in all areas of the country's politics and society.

I. Mission Statement, Faculty's Profile and Strategic Objectives

Mission Statement

National Economics University (NEU) was established under Decree No. 678-TTg dated January 25, 1956, with original name of School of Finance and Economics and as one of the first public universities in Vietnam training public servants in a central planning economy.⁴ As Vietnam initiated “doi moi⁵” in 1986, adopting a market economy and gradually integrating into the regional and global economy, the University has become one of important economic and business institutions of Vietnam. The University was assigned, by the Government in 1989 with three missions: providing consultancy on macroeconomic policy for the Government; providing Bachelor and Master programmes in economics and business; and training managers for enterprises of all economic sectors in the country's economy.

NEU is currently an autonomous public academic institution and has already launched its current development strategy to achieve its **vision**: “to appear in in the list of five leading multidisciplinary research university in Vietnam and in the list of top 100 Asian universities providing economics, management and business administration education programs”.⁶ The University's **mission** is stated in its development strategy as follows:

- NEU is pioneering in innovation, development and universalization of knowledge in economics, management and business administration. NEU is a place attracting and nurturing talents, an endowment of high-quality human resources to serve the sustainable development of Vietnam.
- NEU educates Vietnam's top leaders and entrepreneurs.
- NEU is an exceptional research center, proposing guidelines for country's socio-economic growth and providing consultations for government, non-government organisations and enterprises.

The University's **core ideology** is committing to providing an educational environment in which every member can develop to his or her full potential and prepare for making contributions to the society. NEU promotes **five values** among its members: (1) innovation; (ii) solidarity, (iii) integrity, (iv) effectiveness, and (v) responsibility. Cooperation and sharing are encouraged among all NEU stakeholders, including the professors, the administrative staffs, the students, and the University's partners. Integrity is a standard for all academic activities and transparency is a standard for the university management. All organisational resources are planned for effective and efficient uses towards the University's long-term sustainable development. Responsible behaviours are encouraged for personal and organisational development.

NEU's operational context

The socio-economic development strategy for the period of 2021–2030 set by the Communist Party of Vietnam is to accelerate development of the market economy, to promote innovation for sustainable development, and to further integration of the economy with the rest of the world. The strategy also pushes developmental state, restructure of the economy and business organisations, and development of education and training of high-quality human resources. Academic reviews of the implementation of and policy recommendations for the national

⁴ See self-evaluation report, p. 3.

⁵ *Đổi mới* (transl. "renovation" or "innovation") is the name given to the economic reforms initiated in Vietnam in 1986.

⁶ See NEU's Development Strategy for the period 2021-2030 (issued by Decision No. 314/QĐ-ĐHKTTQĐ, dated 20/7/2021 by University President.

development strategy are needed. NEU, a public higher education institution, is expected to make contributions to strategic planning for the country's development.

Furthermore, NEU explains that the number of enterprises in the economy of Vietnam has significantly increased over the last years, resulting in a rising trend in the demand for business managers.⁷ These suggest high demands for university-level economics and business education.

Profile

Specialisation and focus on teaching

NEU states in its current development strategy that the University specializes in providing economics and business management programmes for training high quality human resources. The University has already developed teaching programmes in economics, management, and business administration for both Bachelor and Master levels. NEU also developed new programmes (i.e., Computer Science and Information Technology) that makes the University a multidisciplinary academic institution.⁸

Regarding the teaching, NEU provides the students with knowledge needed for management of key areas in the economy of Vietnam through various programmes such as Public Management and Policies, Natural Resources and Environment Management, Development Economics, Labour Economics, and Economic Statistics. The University also trains the students in management of key business functions through business administration programmes such as International Business Management, Marketing Management, Accounting, Human Resources Management, and Project Management.

NEU is also trying to respond quickly to the market needs for highly skilled human resources that have arisen because of recent developments in the business world in general and in Vietnam's economy in particular. Here, the Bachelor programmes Information Technology, Data Science in Economics and Business, Digital Business, Smart Operations Management, Fintech, and Logistics and Supply Chain Management are cited as examples of newly developed programmes that address this need.

Bachelor programmes jointly provided by NEU and high-ranking foreign institutions are the result of the University's effort in developing its international network. These programs help the University's students to have more opportunities to access a world-class study environment for better future career development. For example, in recent years the Business Administration and Entrepreneurship students can transfer to Boise State University in the United States to complete the second half of the programme; the Fintech students to Asia University in Taiwan, the Financial Economics students to Lincoln University in the United Kingdom, and the Logistics and Supply Chain Management students to Waikato University in New Zealand.

Graduates' employability

Each programme specifies future work positions and career development for students. Graduates from full-time Bachelor programmes often work at low-level positions and could gain promotion to higher-level positions in business organisations (e.g., functional department/regional division managers and top-level managers). Many of them can also start their own businesses. Master graduates pursue further studies to ensure their future career development.

⁷ see self-evaluation report, p. 4.

⁸ see Chapter III for lists of current study programmes at NEU.

The data of NEU graduates' employability are collected every year by means of survey conducted by NEU Office of Student Affairs. The survey focuses on those who are newly graduated from Bachelor programmes (i.e., within one year after graduation); the postgraduate alumni are not surveyed for their employability because they are employed or self-employed during their study. Survey reports are made public on the website of the Office of Student Affairs.

Shows that the NEU graduates' employability was above 95 % for the period of 2018–2020. It was just about 90 % for those participating in the survey in 2021. According to NEU, its graduates' employability is generally higher than that of the country's labour forces under 24, which has been around 88-90 % in the last years.⁹

Reasons for choice of study formats

The University normally offers three study formats: full-time study, part-time study, and distance learning (see **Fehler! Verweisquelle konnte nicht gefunden werden.** 2).

In the full-time and part-time formats, the students of all study levels attend classes on the University campus. The Bachelor programmes normally take four years to complete; the Master programmes two years and the Doctoral programme three years. The full-time format ensure interaction between learners and instructors for an intensive study, especially for the doctoral study level. The part-time format is suitable for those who can attend classes in the evening or weekend.

In the distance learning format, students access self-paced guided lessons from the University's website for distance learning but take the final exams offline. Distance learners need to come to the institution in the province they are learning to conduct the exam. The distance learning format is suitable for those who strive for a balance between working and studying.

During the Covid-19 pandemic (i.e., from the beginning of 2020 to the first quarter of 2022), NEU offered blended-learning format of study.

Table 2 Choice of study formats

Level of study	Undergraduate	Master	Doctoral
Full-time study	Yes	Yes	Yes
Part-time study	Yes	Yes	No
Distance learning	Yes	No	No

Specialisation and focus in research

NEU's basic and applied research aligns with the University's specializations in economics, management, and business administration. The basic research covers a wide range of economics and business topics such as economic development, foreign direct investment, sustainable development, entrepreneurship, customer behaviour, and management information system. Several basic research outputs are published in academic journals or in conference proceedings. The applied research provides evidence and recommendations for macro-level policy and improvement in business practice. Both basic and applied research outputs are used for development of courses and programmes.

⁹ see self-evaluation report, p. 9.

Chapter IV Research provides more details about the University's research activities in recent years.

Target Groups

NEU provides services to main target groups including *learners and students, business organisations, and the leading political and government agencies.*

Individuals, either Vietnamese or foreign, can apply to study at NEU for their future career development. This group includes high school graduates who are seeking knowledge and skills for their future career in business organisations. The University calls for high school graduates to register for Bachelor programmes and specify entry requirements in detailed in the University's annual recruitment plans. The University annually recruits about 10,000 new Bachelor students among best performing high school graduates.

The University's first target group of individuals also includes employees who seek a Master study for further development of their managerial career. The employed individuals can apply for Master programmes which shall help them to gain advanced knowledge and be further trained on professional skills. The Master programmes are particularly suitable for entrepreneurs and middle- and top-level managers in business organisations.¹⁰

The University's Doctoral programmes are provided to those who want to seek to develop their potential to the highest academic level in economics and business study.

Business organisations need external consulting services in order to improve effectiveness of management decisions. The Communist Party of Vietnam and, central and local governmental agencies need recommendations for more effective macro-level policies. NEU explains that it meets these needs by providing evidence and policy recommendations from the University's research.¹¹

Academic Freedom

All teachers can make their contributions to the development of programme curricula. They can participate in discussions organised at the departmental level about courses they teach. Teachers can propose changes to, but not limited to, course goals, learning outcomes, course assessment, teaching plan, and learning resources. All discussions are documented for consideration of official revisions by departmental managers and official approval by the President of the University.

The teachers can, individually or in groups, propose and carry out research projects. They are free in selecting topics for their research. The University encourages topics that align with the University's research schemes; the research proposals whose topics are relevant to the University's research schemes can be submitted to the University's Research Management Department for funding. Research proposals can also be submitted for funding from governmental agencies or businesses.

The teachers are free in providing independent consulting services to individuals and organisations in both business and public sectors. They can work as independent consultants or non-managerial experts in business organisations, depending on their expertise relevant to the

¹⁰ see self-evaluation report, p. 11.

¹¹ see self-evaluation report, p. 11.

customers' needs. The University encourages the teachers doing professional consultancy, which helps promote the University's contributions to development of the business society.

Strategic Objectives

NEU states in its development strategy¹² that the University will continue its specialisation in providing economics and business management programmes for training high quality human resources. The University sets to become one of five leading multidisciplinary research universities in Vietnam and to appear in the list of top 100 Asian universities in economics, management, and business administration. The University will push its transformation into an autonomous academic institution that is multidisciplinary and publicly known for leading in adopting a smart management system and being recognized by international accreditation bodies. The University will stay in the lists of the first choices of workplace for economic and business scholars and of the first choices of economic and business study for prospective students.

The University has announced its strategic focuses and strategic plan for the period of 2021–2030 to achieve the above strategic objectives, which are as follows: (1) developing its tertiary education in economics, management, and business administration, (2) promoting both basic and applied research, and (3) restructuring the University's organisation.

The first focus is to develop academic programmes in economics, management, and business administration for educating high quality students as such:

- Programmes at all levels of study to be periodically reviewed, updated, and internationally accredited to ensure the graduates to best meet the needs of employers.
- Learning resources to be upgraded to include up-to-date study materials for the learners.
- Education on information technology (digital transformation, big data, and artificial intelligence) to be promoted and included in management, finance, tourism, and environment programmes.
- Cooperation with business organisations to get more of their involvement in the University's education service, by which students can have more opportunities to be exposed to business practice.
- Scales of education levels to the ratio of student distribution at the Bachelor, the Master, and the Doctoral level being 100, 10, and 1, respectively, in order to best meet the market needs for human resources.

The second focus is to encourage development of both basic and applied research in economics, management, and business administration as such:

- Research groups are to be established and more research funding to be allocated to boost the University's research capacity for both academic publication and consultancy.
- Research on digital transformation, big data, and artificial intelligence for decision making process in organisations is to be escalated.
- Consulting services for government agencies and business organisations is to be fostered.
- The University's Journal of Economics and Development (English version) is to be indexed on ISI and Scopus.

¹² See NEU's Development Strategy for the period 2021-2030 (issued by Decision No. 314/QĐ-ĐHKTTQĐ, dated 20/7/2021 by University President.

The third focus is to restructure the University's organisation. The University is transforming its organisation by adopting a new model promoting autonomy of academic departmental units and improving performance of supporting units. The University has already had one autonomous school (i.e., School of Business Administration), three semi-autonomous schools (School of Finance and Banking, School of Accounting and Auditing, and School of Trade and International Economics), and one semi-autonomous research unit (Institute for Sustainable Development). Other non-autonomous academic departmental units will be re-organised to establish more semi-autonomous schools which will specialize in teaching business, economics, and information technology.

NEU plans to achieve the strategic goals in two phases: phase 1 (2021–2025) and phase 2 (2025–2030). *Phase 1* is planned for:

- Establishment of three semi-autonomous schools, as mentioned above;
- Establishment of a center for entrepreneurship incubation; and
- Preparation for second campus outside Hanoi.

Phase 2 is planned for:

- Development of new courses in information technology (i.e., computer science, software, big data, and artificial intelligence), tourism and hospitality, and environment protection technology.
- Establishment of new academic units specialized in information technology, tourism and hospitality, and environment protection technology.
- Opening of second campus outside Hanoi.

NEU has set up a task force on the University's development strategy. The task force includes the University's senior managers and representatives of outside stakeholders. The University's council, management board, and the task force regularly review the strategy for the University in order to make necessary changes as proactive responses to market needs.

NEU reviews its implementation of its strategy comprehensively in its annual conventions which bring the University Council and representatives from departments together. In every convention, the University leaders and the departmental representatives review the organisational achievements in the previous year regarding the established strategic goals and the short-term goals. The participants then discuss an action plan for the next year aligning with the University's missions and strategic goals.

Appraisal „Mission Statement, HEI's Profile and Strategic Objectives“:

The panel notes that NEU has formulated a clear and comprehensible mission statement that corresponds to its profile. In addition, the University's profile is also harmonised and plausible with regard to its specialist orientation in economics, management, and business administration, its study programmes and formats, and its research activities. The high employment rate of over 90 % shows that the profile is also plausible in terms of the graduates' employability and their positioning on the labour market.

NEU has defined its target groups. NEU aims to attract the best students and accordingly has a high selection rate. However, with regard to a stronger international outlook and performance, which the University is aiming for, the panel notes that NEU currently still lacks a concrete target group in this respect. If NEU wishes to further internationalise its profile, the international target group should be defined and specified accordingly. The panel therefore **recommends** that a corresponding target group be defined with regard to NEU's goal of international performance and orientation.

As part of the different interview rounds during the online conference, the panel gained an insight into the practice of academic freedom at the University. For example, the panel learnt that lecturers can freely choose their research focus during their PhD training and are not subject to any instructions. Within its national context, the University ensures the freedom of science, research, study and teaching.

Regarding NEU's strategic objectives, the panel is in general positive about NEU's Development Strategy for the period 2021-2030. In this context, the panel would like to suggest that the University makes the strategy more practical by breaking it down into several milestones. For example, the panel welcomes the really ambitious goals of NEU for the next decade, in which the University aims to be one of the top 100 universities in Asia, but the goals should be broken down into strategic milestones for the departments, which show the individual smaller steps that need to be achieved in order to reach the big goal. In this case, for example, it could be helpful to define the goals using the "SMART" method (Specific, Measurable, Attainable, Responsible, and Time-Bound).

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	

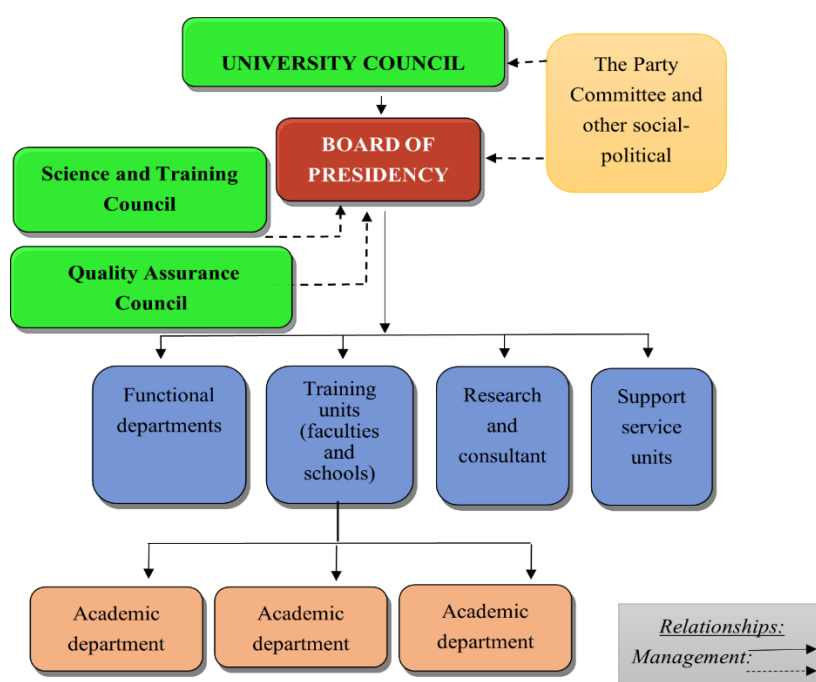
II. Management Structure and Quality Management

Management Structure

National Economics University applies a three-level management model where managers at these levels have different roles and responsibilities to perform towards the university's effective operations.¹³ The chart below depicts the diagram of the NEU management structure, and the following parts describe the main responsibility of these units accordingly. NEU's overall organisational chart can be found in Annex 1.

Top management level consists of the University Council and Board of Presidency, controls the management of goals and policies and the ultimate source of authority of the university. Middle management level consists of different areas such as functional departments, faculties/schools, research and consultant centers, support service units and they are subordinates of the top-level management. The lower level is made up of the academic departments which belong to different academic faculties.

Figure 1 Management structure



The *University Council* serves as the governing body of the University, consisting of 25 members. These include 17 members inside the university and eight members from outside the university. Among the 17 inside members, there are four official members including the NEU president, Secretary of the Party Committee of the University, chairman of the Labour Union, and the representative of the Youth Union – which is a full-time student at the University. The other 13 members inside the University are the elected ones from the University-level delegation conference, representing teaching staff (seven lecturers) and officials and employees (six members). The eight outside members include an authorized member from the Ministry of Education and Training and

¹³ Operated under the legal bases of the Law on Higher Education 2012, the Law amending and supplementing certain provisions in the Law on Higher Education 2018 and the Degree 99/2019-ND-CP dated December 30, 2019.

seven members elected at the University-level delegation conference, representing leaders, managers, educators, cultists, scientists, entrepreneurs, alumni, employer representatives.

The tenure of the university council is five years and has a periodic meeting at least every three months. Overall, the university council oversees the university's vision, mission, and goals, making policies, overseeing the use of resources and investment, and overseeing the implementation of the university's strategic plans.

The *presidency board* is an executory body of the University, consisting of the President and Vice-Presidents of the University. The President is appointed by the University Council and authorised by the Ministry of Education and Training. The President acts as the legal representative and account holder of the University. The President's primary responsibility is to develop the vision and mission for the future and ensure the implementation of the comprehensive strategy of the whole university.

The President has power and responsibilities in (i) Human resource management - in charge of issuing internal regulations and policies to manage and monitor the university operations in line with the decision from the University Council; (ii) Training activities – in charge of organising, implementing training activities and developing quality assurance policies and for publishing the degree and other certificates; (iii) Management of Scientific research, Technology and International relations; (iv) Management of Finance, Assets and Investment.

NEU has three Vice-Presidents, who were elected from the permission of the university council and the votes of the university leaders' conference. The Vice-Presidents assist the President in managing and operating university's activities. They are directly in charge of areas as assigned by the President such as training and research, internal and external relations, financial, human, and physical resources management.

The *Science and Training Council* is the principal academic body of the University and has the control over and responsible for the maintenance of standards of education, teaching and training, inter departmental co-ordination and research of the University. The NEU council of science and training is established under the decision of the University's President. Members of the council are the President, Vice-President, representatives from functional departments, faculties, schools, research centers, professors, and academic staff from different disciplines of the University. Chairman of the council is nominated from the council members. The Science and Training council has the main responsibility in advising the NEU President in academic affairs, scientific and technological research activities.

The *functional departments* serve as support and consultation units for the Presidency Board to manage operations of the University. These functional departments include the Personnel Department, Finance-Accounting Department, Training Management Department, Research Management Department, Quality Assurance Department, International Relations Department. Generally, the functional department organise and carry out the work according to the working regulations of the University issued by the President.

The *training units (faculties and schools)* are in charge of formulating training programmes, teaching and learning plans and organising training processes and other educational activities based on the general plan of the University. They are also responsible for building plans for staff development, training programmes development and ensuring training facilities in the orientation of international standards, enhancing quality

assurance in teaching and learning to meeting social needs and international integration. NEU has 22 faculties and schools.

The *academic departments* are specialized units of the faculties and schools. The academic department consists of the head of the department, the deputy head of the department; members of the department are academic staff. The academic department has responsibility for the content, quality and process of teaching and learning in the training programme. The department is also in charge of developing and completing course content, compiling textbooks and reference documents related to subjects assigned. The academic department has an important role in improving teaching methods, evaluating and organising academic activities to improve and enhance training quality. The head of the academic departments is mainly responsible for each study programme.

The *research and consultant centres*: the main function of these centres is to directly organise scientific research and to consult, apply and transfer scientific research results and organise postgraduate training according to projects and tasks assigned by the University. As stated in the university strategic plan, with an aim to become a research-oriented university, the research centres play a key role in consulting and conducting scientific research as well as strengthen international publication for the university. The research centres have responsibilities particularly in proposing to the President the research orientations and applications of new scientific and technological research results.

The *support service units* provide services and activities to support training and scientific research for the University. They include the medical clinic, the Economic and Development Magazine, the Publishing House, Centre for Information, Documentation and Library, Training Support Service Centre, Centre for Entrepreneurship and Social Innovation and others.

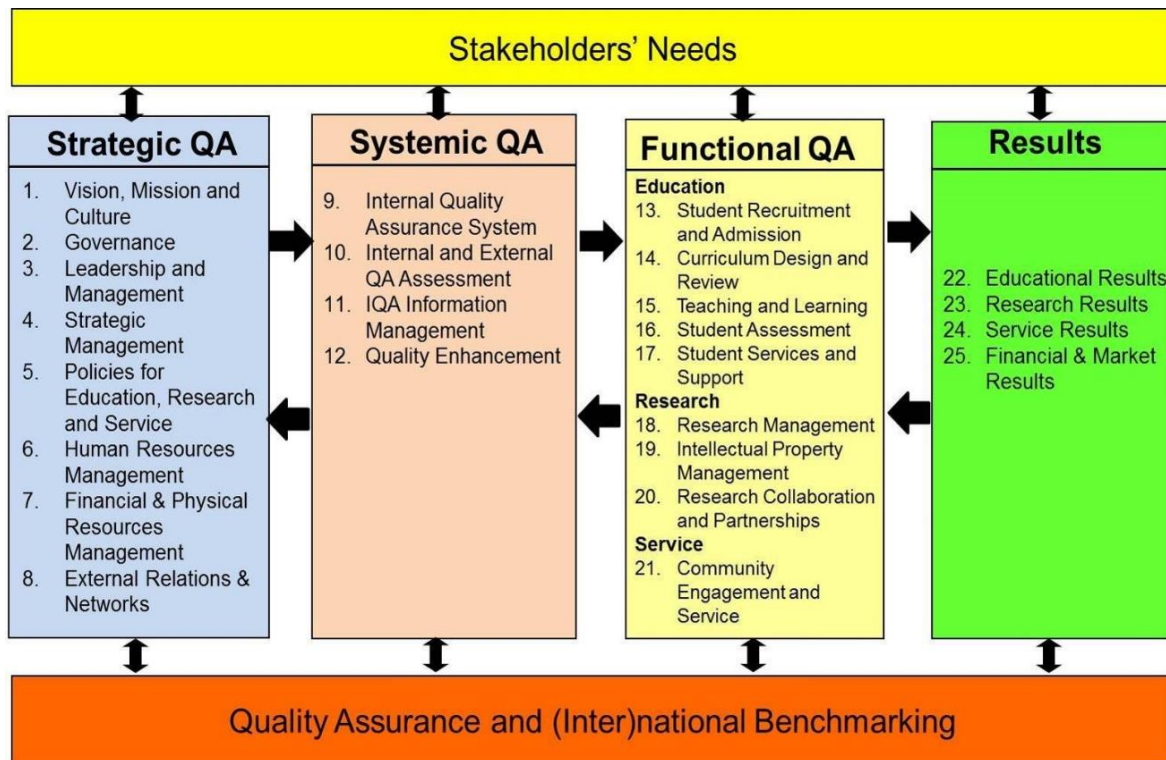
The *Party Committee and other social-political organisations* (Trade Union, Student Union) play the role of advisory units for the University. Members of these units are also teaching staff, administrative staff, and representative students.

Quality Management Strategy

The strategy for quality assurance of the University is built up from the two main aspects namely accreditation and evaluation (which includes assessment and audit). The University is following quality standards set up by the Ministry of Education and Training and at the same time following the international standards/models set up by Asean-University Network Quality Assurance (see Figure 2) as well as learning from framework of other European and American standards.

As for AUN-QA framework, quality assurance starts with the needs of the stakeholders which are translated into the institution's strategic quality assurance system. The strategic quality assurance cascaded into the systemic quality assurance and the functional quality assurance in education, research, service, and other strategic areas defined by the University. This in turn drives the results which serve as feedback to the quality assurance system for continual enhancement and to satisfy stakeholders' needs of the University.

Figure 2 The QA assessment model of NEU (adopted from AUN QA)



Following this strategy, NEU has implemented the quality assurance system which included both academic and non-academic areas of university functioning. The system is a dynamic process that continuously follows the Plan-Do-Check-Act-Cycle (PDCA). Quality assurance procedures of NEU serve both purposes - improvement and accountability. Expectations regarding the aims and the outcomes of quality assurance may differ between different stakeholders, therefore, NEU tried to create a coherent system that indicated clear quality assurance aims.

Specifically, the objective of NEU quality assurance is for sustainable development of quality values. NEU is completing and operating the quality assurance system, in which, consolidating the structure, updating regulations on education quality assurance, organising the implementation of policies on medium and long-term plans, guidelines and procedures for education quality assurance activities. NEU also applies digital transformation for education quality assurance activities, specifically the application of information technology in quality assurance activities with focus on building a database of management system for quality assurance and education accreditation. The quality assurance system is also to ensure the appropriate interests of officials, employees, learners, and other stakeholders.

The quality assurance activities of NEU are built on the following three principles:

1. Ensure honesty, objectivity, accuracy, completeness and systematicity; always adhere to the NEU's mission, vision, core values, educational philosophy, and development strategy in each period.
2. Agree on targets, forms, documentation systems and processes to monitor, deploy and measure performance while ensuring domestic and international comparability.

3. The standards, evaluation criteria and operational reports of the belonging units must be public, transparent and have a full system of proofs to format a quality culture in all aspects of the university.

The operation of quality management system of the University is based upon the government documents – the Education Law and Higher Education Law. These are the highest level of legal framework, regulate the state management in quality assurance, including the promulgation of evaluation standards, procedures, and cycles of accreditation. At the same time, NEU also follows strictly the regulations from the Ministry of Education and Training (MOET) – an assigned organisation by the Government to be in charge of managing and supervising accreditation activities.¹⁴

NEU has issued the Regulation¹⁵ on the quality assurance of higher education. According to this Regulation, the quality management of NEU has been set up with an aim to develop a culture of continuous quality improvement to ensure the transparency of University's activities involving students, faculty, and management in the overall processes of educational activities. Impacts of quality assurance system are on teaching and learning, on organisation and on management issues of the university.

Under the strategic goals in the period of 2021-2030, NEU is implementing institutional and programme accreditation according to domestic and international standards and participating in prestigious university rankings, in which, the University is aiming to rank among the top 1000 universities in the world.

Quality Management System

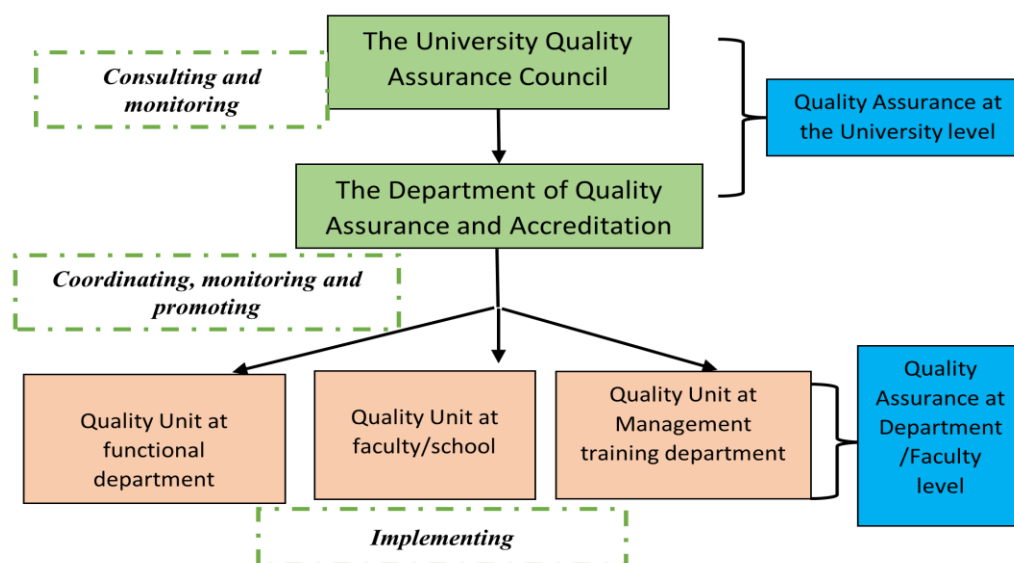
The task of the university quality management is to review and coordinate the operation of different subsystems that are critical in terms of achieving quality requirements. NEU has created the system-wide mechanism that enable NEU to monitor and improve its operations and to enhance quality systematically. NEU quality assurance mechanism can be observed at different levels: on teaching and learning, on organisation and management issues. The system therefore is focused on core activities such as teaching and learning, research, and administration and on resources (human resources and infrastructure) of the University. Those activities are required to ensure quality provision of core activities.

The quality management structure of the University consists of two levels – the university level and the faculty/department level. As described in Figure 3 below, at the university level, two main managerial bodies are *The Quality Assurance Council* which is responsible for consulting and monitoring the quality assurance of the University and the *Department of Quality Assurance and Accreditation* which is in charge of coordinating, monitoring and promoting the quality assurance activities. At the faculty/department level, the quality assurance unit is the one to implement the quality assurance activities of the University.

¹⁴ List of documents are such as Education Law and Higher Education Law, Circular No. 12/2017/TT-BGDĐT dated May 19, 2017, of the Ministry of Education promulgating the regulation on higher education accreditation, Circular No. 38/2013/TT-BGDĐT of the Ministry of Education and Training on Program accreditation, University's Strategic Development Plan 2017-2020 and 2021-2030.

¹⁵ the most updated version is the Decision No. 1329 dated July 19, 2021.

Figure 3 The Quality Management structure of the University



The *Quality Assurance Council* of NEU consists of 35 members from the University and one member from the Ministry of Education and Training.¹⁶ The Quality Assurance Council is installed at the university level with sub-committees at each faculty and the administrative department to ensure that all members of the University community are involved.

The quality assurance council has the function of advising the President on issues related to the Quality Assurance in order to maintain and continuously improve the educational quality of the university; advising on educational quality accreditation in accordance with the University's development goals and strategies and in accordance with the provisions of the Law on Higher Education and relevant regulations of the Ministry of Education and Training; consulting on building strategies and plans for quality assurance of the university; monitoring and evaluating the implementation of activities to implement the strategy and plan for the quality assurance of education and other issues related to the quality assurance of education of the university.

The council has a regular meeting every two years. In case of necessary, the council may hold an extraordinary session.

The *Department of Quality Assurance and Accreditation* is a permanent unit to help the Quality Assurance Council in the process of organising and implementing the Quality Assurance and Accreditation activities. The Quality Assurance and Accreditations department has the role in advising the Quality Assurance Council in the development of setting objectives, policies, processes, regulations, and specific plans of educational quality assurance activities in the whole University.

The department also has the responsibility in advising the QA Council on the implementation and coordination of quality assurance activities according to the strategy, policy and annual plan of the University and at the same time, it is the unit that supervises and supports the quality assurance units at lower level (the faculty/school level or functional department level) in terms of professional expertise, such as building an internal quality assurance system, implementing self-assessment, external assessment, and implementing a quality improvement plan after assessment.

¹⁶ under the Decision No. 282/QĐ-DHKTQĐ dated June 24, 2021.

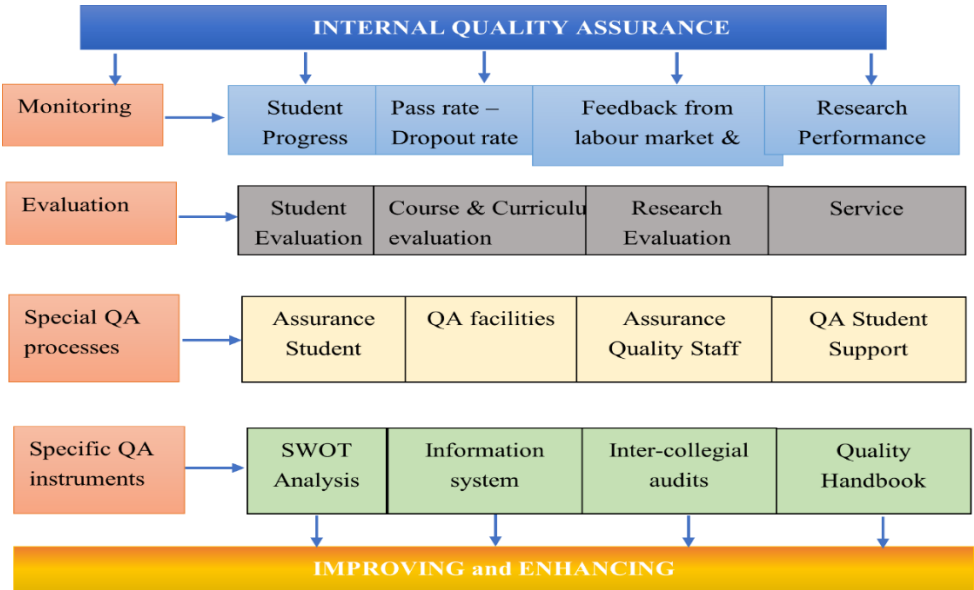
The *Quality Assurance Units* at the school/faculty level is responsible for developing the unit's plan for quality assurance assessment, implementing the University's processes and regulations on quality assurance of education. The Quality Assurance Unit must report the results of the performance of the quality assurance tasks to the Quality Assurance Council through the Quality Assurance and Accreditation Department. Members of the quality assurance at these units include academic staff who have at least five years' working experience to be involved in quality assurance activities. The views of these "front-line" academic staff engaged in the implementation of policy are particularly important since they are makers and shapers in the policy implementation process.

As stated in the Regulations on Organisation and Operations of the University in 2021, the quality assurance system of NEU periodically makes assessments and recommendations on education quality on the following grounds: (1) Strategy on quality assurance and educational accreditation of the University; (2) The system of regulatory documents, guidelines, processes and procedures for quality assurance and education quality accreditation and (3) The system of quality assurance tools and the conditions to ensure the successful application of the quality assurance tool system.

Quality Management Instruments

NEU has established a framework for quality assurance that is compatible with the mechanisms for both institutional, departmental, and programme quality assurance. The quality assurance system for assuring quality in teaching, research, service, and organisation is illustrated in Figure 4. NEU uses different instruments to evaluate the quality assurance activities, covering those activities of education training (from student evaluation), research, services and specially course and curriculum evaluation using stakeholder's feedback and international benchmark. The quality assurance evaluation instruments allow NEU to review the quality assurance activities at both institutional and programme level. At the institutional level, it allows the University for a wide-range review while the programme-wide approach allows to go into more depth and details, it involves individual staff members and results in feedback from the committee and recommendations for improvement.

Figure 4 Quality assurance system of the University



The QA system consists of monitoring instruments, evaluation instruments, special QA processes to safeguard specific activities, specific QA instruments to cover the system of internal quality assurance and quality improvement and enhancement.

Monitoring instruments: NEU is using four main instruments to monitor the quality assurance activities of the whole University as well as of the programme level and using monthly, midterm and annual reports of faculty/school and departments, as well as annual reports at the university level.

- *Student Progress:* using the system with technology for tracking student progress over time of studying in the University, reported semesterly and annually, the system allows students, teaching staff and administration staff to check student's progress from the enrolment to graduation. The system is provided by the department of training management. Functional units related to each segment of student support services will be decentralized on the system to track student data, as a basis for supporting learners.
- *Pass rate – Dropout rate:* the system monitors the rate of students stopping/suspending through the enrolment system and academic advisors at the Faculties/Institutes.
- *Feedback from the labour market and alumni:* using feedback from labour market and alumni at the programme level to evaluate the curriculum (review once every two years); to consider for opening new programmes; and for the purpose of student recruitment and employment at the university level.
- *Research performance:* NEU applies quality assessment mechanisms based on peer-reviews; publications in refereed journals. Organising conferences which allow researchers to discuss each other's work and Research funding allocation based on the quality of proposals.

Evaluation instruments: NEU uses different evaluation instruments to cover the areas of student progress, course and curriculum, research, and services. Student evaluation run on the regular of semester and annual based on average scores provided by the Department of Training Management, operated at the faculty/school level. Evaluation of the student's training score went through a four-step process of (1) students self-assess; (2) assessment of class level; (3) assessment of Faculty/Institute level; (4) assessment of the University level. To ensure that the process takes place as required, the University assigns the Political and Student Affairs Office to monitor and control the online assessment system and monitor daily to ensure that the evaluation stages are conducted on schedule.

Specialised QA processes apply PDCA procedures to ensure student assessment, quality of staff, quality of facilities and quality of student support. The quality assurance processes (focus on assurance student assessments, facilities, staff, and student support for quality assurance activities) and specific quality assurance instruments, NEU uses wide-range of methods, such as SWOT analysis and audits for three fundamental areas - teaching and learning, research, and services. The information system of the University allows different areas and related bodies to get necessary information for quality assurance activities. Those instruments and methods are being used for the purpose of providing an analysis of strengths and weaknesses and the formulation of recommendations for further improvement.

Outcomes of quality assurance mechanisms internally applied at NEU as stated above are quality assurance report (at different areas and levels of implementation) and follow-up activities. The mechanism works based on providing adequate follow-up procedures as well as feedback linked to action for improvement and further for quality enhancement.

Escalation Management

NEU has a system for conflicts and complaints management and solving problems at hierarchy levels.¹⁷ Accordingly, complaints follow an administrative route and are managed at the appropriate administrative level within the management structure of the University. If there is no satisfactory solution at one level, the complaint is transferred to the higher level in that hierarchy order. If there is no agreement at the level of authority within the University internally, the complaint then is progressed to the higher level of authority which is an external agency for a suitable solution.

The standard practice for escalation management at NEU is the transparency and open policy of all managers, for staff and students, who can discuss the issues informally, before making a formal complaint to the higher level. The regulations, procedures regarding complaints or conflicts as well as the results of the handling process are officially announced on the University portal and through the internal system of the University. Besides that, NEU assigns one member of the Presidency Board to attend a reception session weekly to receive feedback and complaints from members of the University about related issues.

NEU also organises regular dialogues between the management board and the staff of the University as well as between the management board with students. For the university staff, regular dialogues are held on the electronic information system and on the university official social networking sites. The dialogues are also held in June yearly in the form of a dialogue conference. Members of the conference include the President and officials and employees of the University.

The dialogue with students is held annually in September yearly, at two levels:

Level 1 - at the faculty/school: the meeting is organised at the school level which is so called "Conversations with the Dean". Issues raised by students in the meeting will be handled at the faculty/school level regardless of the school issues. For those issues of the university level, the complaints will be collected for the conversations with the President.

Level 2 - at the university level: "Conversations with the President" - the meeting is organised between the President, the staff and student representatives. Students then have a chance to meet and dialogue with the University's leaders on issues related to teaching, learning, and supporting activities of the University. This is to enhance two-way communication between the University and students.

The results of those meetings then are publicly available to university members and relevant stakeholders as well as interested audiences through the University's portal.

Participation of stakeholders

Stakeholders – both internal (students, teaching staff, administrative staff) and external (employers, alumni, Ministry of Education and Training (MoET) and the public) are actively involved in

¹⁷ based on Regulations on Organisation and Operations of the university, Regulation No.1723/QĐ-KTQĐ-TCCB dated 11 November 2010 and the revised version in 2021, Regulations on internal inspection – Decision No. 2784 dated 31/12/2021, Regulations on the university democratic.

the quality management system in a collaborative basic and they are also given opportunity to take active role within the quality management of the University.

Internal stakeholders participate in the quality management system through their participation in various bodies and cross-institutional membership. With the framework of collaborative and democratic approach of NEU, members like students, teaching staff, administrative staff are part of committees/councils on all levels – from department/school level to university level. Students and academic staff are therefore internal constituents in the quality management process. The participation of staff and students in all areas of discussion and decision-making processes takes place regularly and systematically.

The staff: The quality management models that NEU is applying emphasise the commitment and motivation of staff and their roles as key stakeholders having a direct influence on the overall process and outcome of quality assurance. Representatives from teaching staff are members of the University Council, the Council for Quality Assurance of the University who are directly involved in the quality assurance process at both the University level and the programme level. At the university level, they are directly involved in contributing ideas to the University's plans, strategies, regulations, and processes, participating in improving and enhancing the quality of training support services (public administration services, Library, Dormitory, infrastructure) through the feedback system annually. At the programme level, they are participating in the Self-Assessment Council for the quality of training programmes, participating in the quality improvement activities of the programme curriculum (building, reviewing, and updating of the programme curriculum).

Students: Representative from students are elected members of the University Council and the Quality Assurance Council. Therefore, they are involved in the decision-making process on the university operations. At the programme level, students have an impact on the revision of study programmes, and they participate in education and in revisions of programmes' learning outcomes. Students give feedback on the content, methods, and resources with regards to the quality of teaching and learning.

External stakeholders such as alumni and employers are also involved in different councils therefore take an active role within the quality management system.

Employers: Their needs and feedback are considered in support of the training programme design and development. The design and development of training programmes takes place every two years based on the vision and mission of the University, the direction of the University and especially the social needs and feedback of the external stakeholders. Their involvement also in the providing of internship for students and feedback on student progress.

Alumni have the same involvement as the employers, the alumni particularly take role in programme evaluation: According to NEU's regulations and Ministry of Education and Training (MoET) regulations, in the process of formulating and adjusting the curriculum, it is necessary to consult external stakeholders on the training programme. Surveying the quality of training is conducted once a year and the engagement of alumni in connection to curricula and the delivery of the training programmes reflect the effectiveness of the programme delivery. These engagements can enhance active learning for students and help NEU furnish students with skills and knowledge directly relevant to employment, to embed the student's appropriate perspectives and attitudes towards industry.

Ministry of Education and Training: MoET takes the role of a government's body. It is involved in directing, guiding, and organising the implementation of legal documents, strategies, and planning for NEU.

Appraisal „Management Structure and Quality Management“:

NEU has established and defined various bodies, academic and advice committees as well as offices/departments for its administration and support services. The organisational chart seems reasonable. The tasks and competencies of all involved bodies and functions are clearly regulated. With regard to the interviews with Faculty's staff during the online conference, the panel came to the conclusion that the NEU's management and governing structures are functional and effective.

Overall, NEU pursues a comprehensible strategy with regard to its quality management. The competencies and responsibilities became clear during the interviews with University representatives. According to the panel, the defined quality assurance regulations enable the University to receive necessary information and data to react appropriately and enhance the quality of its activities. However, with regard to documentation, the panel considers it advisable for NEU to implement process documentations and/or workflow documentations that have a concrete process description, for greater transparency and traceability of the individual responsibilities (see also recommendation in chapter VII Publication).

In general, the implemented quality management system of the University and its formal framework with all the regulations and responsibilities is ensured. The quality control loops and instruments of quality management are connected and aligned to the different areas of performance. In this respect, the panel would like to note, in view of the University's internationalisation goal, that NEU will have to deal increasingly with change management in the international market in the future, as this process will automatically lead to the University being constantly involved with change management issues.

The University's escalation management is anchored in its regulations and established at all levels. Both university members and external stakeholders are included p. 30d in the system and thus have the opportunity to actively participate in quality management. NEU does have a student representative in the General University Council. However, in view of NEU's internationalisation strategies and ongoing developments, the level of student engagement and participation when it comes to other committee structures, should be strengthened as this could initiate further discussions that include students' needs and interests. Therefore, the panel **recommends** considering giving a seat to student representatives in more bodies at the university management level.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation			X	

III. Studies and Teaching

Study offer and qualification objectives

The National Economics University (NEU) strives to join the group of the top 5 universities in Vietnam and rank among the top 100 institutions in Asia and aims to become a research-focused, multidisciplinary University. The National Economics University currently offers 106 programmes at various levels, including 14 Doctorate programmes, 17 Master programmes, 75 Bachelor programmes (full-time, part-time and distance learning), with more than 40,000 students in Bachelor and Master programmes and more than 400 PhD students. Up to 2022, NEU have produced numerous generations of active managers who serve as leaders in numerous organisations at all levels of state administration as well as businesses of all sizes and in a variety of industries throughout the nation and abroad. Numerous NEU alumni hold significant positions in politics, the National Assembly, government organisations and commercial enterprises.

Furthermore, NEU is implementing 16 training programmes of various training disciplines in the school, all of which are taught exclusively in English, ensuring that students are fully equipped with foreign languages, knowledge and necessary abilities, so generating impetus for the future. NEU was one of the first universities to be accredited for achieving quality requirements outlined in the Ministry of Education and Training's Consolidated Document No. 06/VBHN in June 2018¹⁸. National Economics University earned the Higher Education Accreditation Certificate based on National standards on September 8, 2017. Up to 2022, 11 NEU training programmes have received standard certificates from ACBSP - USA, while 11 programmes have received MOET standard certificates.¹⁹

The number of study programmes in NEU has increased in recent years. In 2017-2018, the number of study programmes was 48, of which 6 were in English; by 2022-2023, the number of study programmes had increased to 85, with 20 study programmes in English and 20 bilingual study programmes. These are designed in collaboration with partners like as the University of California, CSULB, San Diego, Lead Beckett, Lincoln University (USA), University of Sunderland, Coventry University, Cardiff Metropolitan University (UK), University of Waikato (New Zealand), Dongseo University (Republic of Korea) and Asia University (Taiwan).

NEU encourages the development of new study programmes to meet social needs, towards the goal of developing into a multidisciplinary University. For those, before presenting new study programmes to the University's Science and Training Council, the unit in charge of producing the study programme should host a public discussion workshop to gather further feedback from stakeholders to ensure that the study programme is both practical and up-to-date, while also meeting the general regulations on building programme curriculum, as designed following the National Qualification Framework promulgated by the Government.

¹⁸ see: self-evaluation report, p.32.

¹⁹ see: self-evaluation report, p.32.

Table 3 List of full-time Bachelor programmes of NEU

No	Programmes	Language of Instruction	
		Vietnamese (VN)	English (E)
1	Bachelor of Business Management	X	X
2	Bachelor of Marketing	X	
3	Bachelor of Real Estate	X	
4	Bachelor of International Business	X	X
5	Bachelor of Commercial Business	X	
6	Bachelor of E-commerce	X	X
7	Bachelor of Banking - Finance	X	X
8	Bachelor of Insurance	X	
9	Bachelor of Accounting	X	X
10	Bachelor of Auditing	X	X
11	Bachelor of Scientific Management	X	
12	Bachelor of Public Management	X	X
13	Bachelor of Human Resource Management	X	X
14	Bachelor of Information System Management	X	
15	Bachelor of Project Management	X	
16	Bachelor of Law	X	
17	Bachelor of Economics Law	X	
18	Bachelor of Computer Science	X	
19	Bachelor of Information Technology	X	
20	Bachelor of Logistics and Supply chain management	X	
21	Bachelor of Agribusiness	X	
22	Bachelor of Agricultural Economics	X	
23	Bachelor of English	X	X
24	Bachelor of Economics	X	
25	Bachelor of Investment Economics	X	
26	Bachelor of Development Economics	X	
27	Bachelor of International Economics	X	X
28	Bachelor of Economic Statistics	X	
29	Bachelor of Mathematical Economics	X	X
30	Bachelor of Public relations	X	
31	Bachelor of Travel and Tourism Services Management	X	
32	Bachelor of Hotel Management	X	X
33	Bachelor of Resources and Environment Management	X	
34	Bachelor of Natural Resources Economics	X	
35	Bachelor of Land Management	X	
	Total	X	

Table 4 List of part-time Bachelor programmes of NEU

No	Programmes	Language of Introduce	
		Vietnamese (VN)	English (E)
1	Bachelor of Business Management	X	
2	Bachelor of Marketing	X	
3	Bachelor of E-commerce	X	
4	Bachelor of Banking - Finance	X	
5	Bachelor of Accounting	X	
6	Bachelor of Law	X	
7	Bachelor of Economics Law	X	

Table 5 List of distance-learning programmes of NEU

No	Programmes	Language of Introduction	
		Vietnamese (VN)	English (E)
1	Bachelor of Business Administration	X	
2	Bachelor of Banking - Finance	X	
3	Bachelor of Accounting	X	
4	Bachelor of Law	X	

Table 6 List of Master programmes of NEU

No.	Programmes (Majors)	Language of Introduction	
		Vietnamese	English
1	Management Information Systems	X	
2	Accounting	X	
3	Commercial Business	X	
4	Political Economy	X	
5	Investment Economics	X	
6	Economics	X	
7	Agricultural Economics	X	
8	Development Economics	X	
9	International Economics	X	
10	Natural resources Economics	X	
11	Economics Law	X	
12	Industrial Management	X	
13	Urban Management	X	
14	Economic Management and Policy	X	
15	Business Administration	X	
16	Human Resources Management	X	
17	Finance and Banking	X	
18	Executive MBA	X	

Table 7 List of Doctoral programmes of NEU

No.	Programmes (Majors)	Language of Introduction	
		Vietnamese	English
1	Management Information Systems	X	
2	Accounting	X	
3	Commercial Business	X	
4	Political Economy	X	
5	Investment Economics	X	
6	Economics	X	
7	Agricultural Economics	X	
8	Development Economics	X	
9	International Economics	X	
10	Industrial Management	X	
11	Economic Management	X	
12	Business Administration	X	
13	Human Resources Management	X	
14	Finance and Banking	X	
15	E-PhD programme		X

All study programme curricula specify learning outcomes such as fundamental knowledge, specialist knowledge, professional skills and foreign language abilities. The curricula of the programmes contain both foundation and specialised courses in which students gain knowledge and improve their skills relevant to the planned learning outcomes. All NEU programme curriculums have defined objectives that are connected with the University's mission and aims, as well as European Standards and Guidelines and the national diploma system.

The primary training goal of NEU is to develop specialists with professional and social knowledge in each training area and sufficient technical, general and practical abilities to address the present problems of professional work in the labour market. NEU graduates shall have a spirit of autonomy, self-responsibility and a common basis of knowledge about economics and business administration, not only specialised information. NEU's graduates are also educated to employ new technologies in information processing and decision-making in the fourth industrial revolution and digital transformation. The curricula have also been internationalised to fulfil the needs of stakeholders, take into account the possibility of international interchange and must adhere to modern science principles.

Study programmes' quality

The goals and standards of each study programme are the orientation for the Scientific Council of each programme management unit and the School's Scientific Council in deciding on the selection of building blocks and knowledge, as well as giving courses and selecting teaching methods for each module. The following are shown in selected examples for Bachelor, Master and PhD programmes:

- Bachelor of Accounting programme

The objective of the Bachelor of Accounting Programme is aimed to enhance professional accounting practice that meet both international and national requirements. The programme:

- (i) equips students with foundational and comprehensive knowledge, relevant skills and attitude necessary for the highly qualified labour resources in accounting to meet the needs of the employers. For the foundational knowledge, the programme includes politics, philosophy, finance, business and management. For comprehensive knowledge, the programme aims to equip students with many courses relating to financial accounting, management accounting, auditing, accounting information system, public accounting.
- (ii) educates students with basic practical skills, the ability to work independently, creatively and problem-solving skills in economic entities and organisations.
- (iii) prepares students to work in accounting field that require advanced knowledge in research and state management, capacity for professional responsibility and life-long learning.

- English Bachelor of Business Administration programme

The objective of the English Bachelor of Business Administration Programme is to produce graduates with good political, ethical and health qualities, and social responsibility; master basic knowledge of economy, management, society and humanities; have in-depth knowledge and skills in Leadership, administration, administration and starting all types of businesses in the market economy and international integration; have independent research thinking; have the ability to research and supplement their own knowledge according to the requirements of the job.

- Executive Master programme in Business Administration

The objective of the Executive Master's Programme in Business Administration is to create Master of Business Administration with advanced, in-depth and up-to-date knowledge on business administration and management in the world. The programme helps learners develop thinking, apply knowledge of tools and methods in business administration related to: building vision and direction; ability to lead, operate and organise; method of building and managing specific strategies with the method of recruiting and treating talented people; knowledge of financial analysis and determination of risk in investment; the ability to collect and analyse multidimensional information in support of decision-making; market assessment and business positioning; negotiation plus legal understanding; understanding of business ethics and social responsibility.

- PhD programmes

The objectives of the PhD programmes are aimed at training scientists with high theoretical and applied levels, capable of independent and creative research, to develop knowledge and solve problems, guide scientific research and carry out professional activity in economic, business and management sciences.

All study programmes attempt to achieve the NEU's common development goals. NEU's mission is to “provide high-quality training, scientific research, consulting, application and technology transfer to society, with a brand and reputation that reaches the regional level and in the fields of economics, management and business administration, while also making an important contribution to the country's industrialisation and modernisation in the context of global economic integration.”

Moreover, all study programmes display the Programme Output Standards (PLO) that learners must meet based on market requirements in each industry and their training level. In addition

to the emphasis on degrees, "capability of working independently, quickly adapting to specific jobs according to trained functions; capable of self-study, research, fostering and improving qualifications," the programmes aim to equip learners with "strong political qualities, ethics, and good health," as well as "basic knowledge of socio-economics, management, and business administration." Graduated students must fulfil learning outcomes related to socio-economic knowledge, specialised knowledge for training disciplines, general and specialised skills, foreign language skills, informatics and other behavioural competencies for self-responsibility for work and as an active citizen. The PLOs are included into the curriculum and subjects via the skills matrix, indicating the modules' contribution to the programme's achievement. PLOs for each programme are designed to guarantee that:

- Programme objectives and learning outcomes are aligned with the NEU's goals, vision, and mission;
- The learning outcomes of the course match to the learning outcomes of the applicable programme;
- Teaching materials, activities, teaching methods, and student assessment methods are organised in chapters and sections that correspond to important course learning outcomes;
- Bloom's Taxonomy is used to define learning outcomes in terms of knowledge, abilities, competences and attitudes;
- Course learning outcomes and programme learning outcomes matrices are included.

Programmes are accompanied by course syllabuses. These include a detailed course outline that outlines the course objectives, prerequisites, number of credits, content, course policy, schedule and thematic plan, assessment criteria and assignments to be completed, as well as a list of required and recommended learning materials.

The structure of curricula²⁰ are based on the PLOs and on the principle that modules (blocks of knowledge) contain competency-oriented learning outcomes such as cultural qualifications, professional competencies, professional skills, general skills, social skills and self-control and self-responsibility skills. At NEU, all Bachelor programmes have a capacity of 120-135 credits²¹, all Master programmes of 60 credits, which are distributed in groups of subjects, belonging to different knowledge blocks. Bachelor programmes will have a general education knowledge block with 43 credits applied for all study programmes, as well as a professional education knowledge block with 83 to 89 credits including basic industrial knowledge, specialised knowledge, in-depth knowledge of 18 credits and 10 credits for internship thesis.

Some study programmes are carried out in collaboration with renowned universities such as Waikato University (New Zealand), Cardiff University, Lead Beckett University (UK), and Dongseo University (Korea). Based on this collaboration, students can transfer and pursue the degree given by the partners.

In general, the academic calendar is used to organise the learning process over the course of two semesters (15 weeks each) and one time period in summer (five weeks) for practical training needs or additional courses. NEU also enables students to register for an internship

²⁰ developed on the basis of the Prime Minister's Decision No. 1982/QĐ-TTg dated October 2016 on the promulgation of the Vietnam National Qualifications Framework, Circular No. 07/2015/TT-BGDĐT dated April 16, 2015 (for previous programme) and Circular No. 17/2021/TT-BGDĐT dated June 22, 2021.

²¹ One credit is equivalent to 45 hours of study by a student, including time for class attendance, study with instructions, self-study, research, experiences, examinations and assessments.

in all three terms each year, although the internship length cannot be less than 15 weeks. The training route at NEU is flexible, accommodating learners' needs while meeting the pre-requisite requirements for the modules in the programme.

NEU's study programmes use a variety of teaching methods, depending on the content and character of each module, to encourage learners' active participation in the learning process and to develop students' perseverance and responsibility for the educational process's outcomes. These methods include lectures, group discussions, case studies, problem-solving activities, and real-world project-based learning.

One of the components of education is evaluating students' learning outcomes, which NEU adheres to during the entire training process to achieve the following goals: In terms of basic and specialised knowledge, competencies and skills, qualities and attitudes of learners, the examination process must be:

- (i) appropriate to the level of education,
- (ii) bring up-to-date knowledge into the examination process, and
- (iii) use assessment methods that ensure diversity, validity, reliability, and fairness.
- (iv) Students receive timely feedback on their learning outcomes, are openly informed about assessment regulations, and have simple access to complaint procedures so they may proactively plan and adapt their study schedules. For NEU, this assessment also yields useful data on instructional efficacy and learned support.

Assessment and examination in each course are designed based on the goal of learning outcomes in terms of knowledge, skills, capacity and responsibility. The evaluation of learners' learning outcomes follows a planning approach that includes ongoing assessment throughout the learning process, a final exam and graduation practice. The achievement of learning outcomes is also evaluated in practical courses. For example, the Graduate Internship module has a method and plan that is represented in the Internship Regulations and the thesis/internship topic for full-time undergraduate students who are trained under the credit system.

The activities and methods for assessing learners' learning outcomes are designed to accurately quantify the level of achievement of each study programme. Throughout the learning process, learners will be assessed on the attitudes, knowledge and skills to be attained in accordance with the learning outcomes of the course; the typical rate is 10-20-20-50 %. Individual exercises, group exercises to practical application, exercises based on business topics and presentations of group work results are used in accordance with the requirements of each individual's course learning outcomes in the curriculum. The Head of Department is in charge of assigning test questions and approving final exam questions to verify that they are consistent with the objectives and meet the knowledge and skills criteria of each course. The final exam is designed to combine a variety of formats, including multiple-choice questions, true/false choices with or without explanation, selection of the best option with or without explanation, practical situations with analysis and essay questions in order to comprehensively evaluate the course content and learning outcomes.

For part-time and distance learning programmes, the structure and schedules are differently arranged. There are online examinations offered, but also testing centres for students to take the final exam with proctoring done on-site.

NEU is focused on investment and promotion with the objective of becoming an autonomous University, a pioneer in digital transformation, and with a contemporary, intelligent and professional management system that fulfils international standards. The admissions scheme states NEU's entrance policy. This project is built under MOET norms and is advertised in the media seeking candidates. Admissions processes and criteria are also stated and altered on an annual basis to assess admissions effectiveness. The project comprises information about NEU's mission, training scale, NEU enrolment information, enrolment time, quality assurance circumstances, student employment status and statistics on the quantity and enrolment scores in past years.

Every year, NEU updates documentation to assist MOET enrolment modifications in order to provide appropriate techniques and admission standards. NEU's admission procedures are evaluated in accordance with the industry standards and include several approaches:

- (1) Direct admission in accordance with the MOET's enrolment requirements and the announcement of the University.
- (2) Admission under the results of the national high school graduating test; and
- (3) Combined admission, including English level (for internationalised target), and results from several educational competitions relating to economic and social knowledge.

When the admissions results are released, NEU's admissions committee will publish the admission scores for the majors on the NEU website and guide candidates through the admissions process. In terms of entrance prerequisites and admission timetable, NEU adheres to MOET standards.

In 2019-2020, NEU added two methods for selecting new students; priority is given to candidates who won first, second, and third prizes in provincial/municipal competitions for excellent students (or consolation prizes in the national exam for excellent students) in the following subjects: Mathematics, Physics, Chemistry, Biology, Informatics, Literature, History, Geography, English. The candidate must also have a total score of 14 or higher on the high school graduating test in 2020 of Mathematics and any other subject other than the winning subject above.

The data and statistics on enrolment results are stored and managed by NEU to serve as data for the future annual enrolment work. The data is analysed in the review meetings for enrolment every year.

Table 8 Admission results of the last 6 years

School Year	Admitted	Enrolled	Quota	Admission/ Quota	Admission/ Enrolment	3 subjects matriculation score
2016-2017	5012	4901	4800	102.10	97.79	20.55-25.50
2017-2018	5738	5611	4800	116.90	97.79	23.25-27.00
2018-2019	5834	5818	5500	105.78	99.73	20.5-24.35
2019-2020	6499	6214	5650	109.98	95.61	21.5-26.00
2020-2021	6307	6273	5800	108.16	99.46	24.5-28
2021-2022	6923	6880	6000	115.38	99.37	25.5-29.5
2022-2023			6100			26.1-28.6

Because of the study programmes with international partners, the number of international students coming to study in Vietnam has surged in recent years. In 2020, there are only 38 international students enrolled; in 2021 and 2022, there are 58 and 85 international students, respectively, studying in different study programmes of NEU.

The National Economics University describes itself as one of the leading universities in Vietnam and is in a favourable position for development. On the one hand, this is due to the facilities and resources of the University, compared with other Vietnamese state universities. NEU is regarded as the best economics-management University, with 22 full professors, 121 associate professors and over 250 PhD lecturers. In addition, almost 300 other educators are enrolled in PhD programmes. It currently has the highest share of high-quality human resources in a Vietnamese institution.²²

NEU has consistently been ranked as one of the top three universities in the country in terms of enrolment and consistently ranks first or second in the university sector for economics and business administration training, depending on the major.²³

In the labour market, NEU is positioned as a leading university in the fields of economics, business administration, economic management, economic development, marketing, finance and banking, as well as accounting and auditing. According to the survey, all NEU training disciplines have more than 90 % of students who have a job within 6 months of graduation, of which over 70 % of them work in similar fields of training. In 2022, the percentage of students working in the right industry after 12 months will reach 96.82 %. For some majors, such as Marketing and PR, the rate of students getting jobs during study is over 55 % and 100 % getting job at time of graduation.

At Doctoral level, NEU is considered to have a curriculum, a unified training process, towards doctoral output standards with both academic and practical contributions. These achievements have led to NEU being named "Vietnam's leading university in economic training, management, and business administration" by MOET, as well as the first institution in Vietnam to provide training programmes that satisfy international ACBSP criteria. Furthermore, NEU has secured the fifth place in Impact Rankings among roughly 300 universities in Vietnam, reaching the top 600-800 universities in the globe for Impact Rankings for the first time.²⁴

Furthermore, with the goal of putting students at the centre of existence, NEU always conducts surveys of learners' opinions about the study programme, teaching/learning methods, and other supplementary activities to serve as a foundation for editing curriculum, study roadmap, teaching methods, testing and assessment. Students can engage in the process of planning, reviewing, and updating the curriculum by providing feedback after finishing each module. Learners are polled on their thoughts on the curriculum, instructional materials, testing and assessment procedures, teaching methods and lecturers' pedagogical strategies. The consultation results are delivered to the professors so that they may see where they are in the student's evaluation and self-correct. The results are also provided to the department head to provide warnings, suggestions, and additional training for lecturers who continue to receive unfavourable feedback from students. Every two years, the results are also used to improve the curricula.

²² see: self-evaluation report p.43-44.

²³ see: self-evaluation report p.44.

²⁴ see: self-evaluation report p.44-45.

Furthermore, NEU organises talks with students at faculty and University level each year. Students can have direct discussions about subjects such as teaching, training, curriculum, textbooks and learning materials. NEU also modifies the human resource policy (reward, penalty, and advancement) for lecturers and staffs. Moreover, NEU conducts a survey to get feedback from alumni, lecturers and employers on study programmes and employee working capacity.

Research transfer to the areas of studies and teaching

National Economics University fosters research and knowledge transfer from research activities to enterprises and other organisations. NEU has become a research centre for processing big data and applying artificial intelligence to simulate and evaluate the impact and effectiveness of the country's socio-economic development policies and strategic decisions of enterprises.

There are specific regulations on the type of research activities, quantity and quality of scientific research that lecturers must perform corresponding to their positions and titles. The University has implemented a medium-term plan and an annual scientific management plan. NEU has regularly updated regulations on scientific research activities, scientific research norms, allocation of scientific research working hours for lecturers at the University, topics related to scientific research activities and teaching. NEU develops mechanisms and policies to encourage scientific research, increase investment in research, such as ensuring that University officials and employees have sufficient resources (financial, facilities and time) to carry out research activities. NEU develops strong research groups with the core of leading research experts, capable of leading new research trends. Priority is given to conducting research at the request of state management agencies, enterprises and organisations, strengthening the development of international cooperation in scientific research.

NEU also develops a scientific research plan for students. Every year, NEU students participate in student research competitions and publish papers from research results to strengthen the link between research and study/practice. There is an incentive mechanism to quickly transfer knowledge from research results into teaching.

Lecturers as well as students at NEU have many scientific works of practical value that are included in teaching support. Scientific works include articles published nationally and internationally, papers at national and international conferences, scientific studies at University, ministerial and national levels. Writing and publishing books for training, including monographs, reading materials, study guides, case studies for teaching are encouraged. The documents that have been approved and published are used for teaching and research.

The faculty's scientific research encourages the participation of students and graduate students. The direction of research can become the subject of the student's graduation thesis. NEU PhD students are encouraged to undertake University-level research projects and write national and international scientific articles as a mandatory condition in the learning process. The University's regulations include consideration of combining research with teaching, prioritising research topics that involve students to improve the quality of teaching and learning. This also applies to research topics directly related to lecturers' fields of teaching, specialties, or those with results that can be developed into case studies for teaching purposes or learning resources for students.

NEU prioritises research and transfer into teaching by getting the Journal of Economics and Development into Scopus system, encourage and invest in papers published internationally in journals of ISI and Scopus index, as well as enhancing scientific status on an international scale through having the highest number of scientific works published per lecturer among economic universities and proximity to major universities in the region.

Table 9 Scientific research results of NEU lecturers and students

	2017	2018	2019	2020	2021	2022
Number of students participating in NCKH	1,464	1,698	3,987	2,758	2,899	3,876
Number of scientific research works of students	348	412	781	515	597	655
Number of projects winning school-level awards						
Number of works winning ministerial prizes	10	9	11	15	20	16
Number of other awards (note what award they are)						
Investment funds for student research						
Amount of funds raised for R&D						
	2017	2018	2019	2020	2021	2022
Number of University level topics	100	112	148	141	127	90
Number of ministerial-level topics assigned	18	14	10	18	15	19
Number of state-level projects assigned	18	5	6	8	0	3
Number of international articles ISI/Scopus	27	38	99	217	181	206
Number of articles in the country	484	512	578	500	385	88
Number of National Workshops	24	30	36	19	16	11
Number of International Conferences	7	12	13	11	9	12

Quality assurance

Quality assurance in NEU aiming to build a quality culture, operating a smart quality assurance system to achieve the goals of training, scientific research, connectivity and service to the community, successfully implementing educational accreditation and aiming for a high rank in university rankings. Specifically, with the quality assurance of higher education, NEU wishes to sustainably develop quality values, operate the quality assurance system, in which, consolidating the system, updating regulations on quality assurance of education, ensuring the interests of learners, lecturers and stakeholders. The quality assurance is performed with the following activities:

- Building a system to design, develop, monitor, review, evaluate, approve and issue teaching programmes for all programmes and subjects with stakeholder feedback.
- There is a system to develop, review and adjust the PLOs of study programmes and subjects to suit the needs of stakeholders.
- The course syllabus, teaching plans of the programme and subjects are documented, disseminated and implemented based on the output standards.
- A review of the curriculum design, evaluation and review process is carried out.
- The design, assessment and curriculum processes are improved to ensure relevance and up-to-date-ness to meet the changing needs of stakeholders.

Quality assurance is carried out through the following types of assessment:

- (1) evaluating teaching activities and course contents immediately after the end of the course according to the regulations on collecting learners' opinions on lecturers' teaching activities. This activity is carried out by the Department of testing and quality assurance. Assessment results are assigned to lecturers to improve teaching themselves and assigned to department heads to work with teachers on improving teaching methods;

- (2) assessment of graduates with employment to assess the employment rate of students after graduation. This activity is carried out by the Department of Political Affairs and Student Management, the Alumni Network Office once a year in accordance with the regulations on the functions and duties of the Alumni Network Office;
- (3) a study programme review is carried out every two years to improve and update each course (including course outlines) to be most relevant to the current time. This activity is carried out by the faculties, the study programmes, the Department of Training Management and the School's Scientific Council;
- (4) Collecting opinions of employers about job requirements and quality of graduates in order to improve study programmes and teaching quality to best suit the requirements of actual jobs. This activity is carried out by the Testing and Quality Assurance Department. They carry out the following activities: Developing a plan and implementing regulations on surveying stakeholders, developing a survey plan, organising the implementation and monitoring activities, survey NEU's stakeholders, receive and summarise survey results, periodically report to the Board of Management on the results of stakeholder surveys. Departments, institutes and faculties will coordinate with the Examination and Quality Assurance Department to carry out quality assurance activities.

The process of developing, designing, monitoring, reviewing, appraising, approving and disseminating learning outcomes for all study programmes and courses must be carried out under specific procedures and must be checked for alignment with the University's vision, mission and strategic plan, as well as for meeting market requirements. Along with the process of developing a curriculum, the formulation of learning outcomes should include input and feedback from stakeholders such as employers, industry experts and alumni.

Survey implementation tools are questionnaires and in-depth interview outlines built according to the content of each survey and the specific characteristics of each survey unit.

Regarding the quality assurance of teaching programmes, there are survey forms as follows:

- Surveying learners about the students' teaching activities by class. This survey is taken regularly every two years at the end of each semester.
- Survey learners about the teaching programme before graduation. This survey is carried out regularly according to the graduation schedule.
- Stakeholder survey including alumni, employers, education about building new teaching programme and curriculum review.
- Surveying lecturers who directly participate in teaching about teaching programmes of different levels and forms of programmes.

Survey results are communicated to stakeholders and archived by the survey host. The archives include the survey plan, the survey notice, the survey database with the survey forms, the original data, and the survey report. The survey results are used for the purpose of adjusting PLOs, CLOs, teaching programmes, course outlines and assessment forms to ensure the quality and improve the quality of higher education.

Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. The quality assurance and development procedure collected data from:

- Group interviewing lecturers participating in teaching to collect opinions and evaluate the benefits and shortcomings of the programme.

- Survey with students and alumni about the quality of the programme's training activities from the following angles: enrolment method, programme, training content, support and service.
- Interviewing, asking for opinions and evaluation by questionnaire for units that employ employees who are graduates of the programme on the change of learners after the training process.
- The evaluations, by students and faculty, which are considered as “internal assessment”, contribute to the quality assurance and continuous improvement activities.

Students are asked about the usefulness of the enrolment information channel, the reasons why students choose the programme, the assessment of new learners about the entrance exam method, the students' evaluation of the training programme: objectives, content of the training programme and methods of assessing learning outcomes, assessment of field-trip activities and thematic reports, graduation thesis, training results of the programme, performance improvement and growth opportunities. These results are the basis of solutions to promote the strengths and overcome the limitations of each programme, helping the programme increasingly meet the needs of learners and be more appreciated.

Quality assurance is also done through consultation with the lecturers directly teaching the programme. Every three years, Graduated School organises group discussions with lecturers on teaching content, teaching methods, course assessment methods and facilities. Guidelines for group discussions are designed by Graduated School. The results of group discussions will be sent to related departments to provide solutions to ensure and develop the quality of teaching and teaching programmes.

Alumni, employers and third parties assess the changes in knowledge, management skills of former students, changes in performance results and development opportunities after the course. The employer survey takes into account performance of graduates and requirements for new knowledge and skills. The evaluations of employers not only confirm the changes made by the students after the course, but also show the spreading impact of these results on the organisation/enterprise where the former students work. This assessment is also done every three years. Graduate School will send people to meet alumni, employers and third parties. The in-depth interviews and surveys conducted are using guidelines and questionnaires.

When reviewing the study programmes, NEU also compares its programmes to similar training programmes in Vietnam and other countries. Moreover, NEU has relied on the collaboration and support of major universities across the world to produce new study programmes such as Digital Marketing and Business, Numerical or Logistic training programmes.

The outcomes from all evaluations will be announced to the responsible departments for the next units' improvement. Evaluations are summarised into projects and stored for future use.

Cooperation

NEU's faculties and students maintain close relationships with members of industry, governmental agencies, educational and non-profit organisations. This allows NEU to effectively address the needs of the different stakeholders while keeping the curriculum updated, providing a well-rounded educational experience for students and keeping faculty aware of current trends in the business world. This is achieved by promoting the participation in students'

associations, internship and cooperative educational experiences, as well as the involvement of faculty members and students in academic and applied research projects.

NEU strengthens international cooperation activities to integrate into the regional and international university community and attract foreign scientists and experts to contribute to study and research at the University. NEU has a focus on developing joint study programmes with international partners to enhance academic reputation. NEU has implemented international joint programmes with universities worldwide such as La Trobe (Australia), Dongseo University (Korea), Claude Bernard Lyon University (France), West of England University, Leeds Beckett, Coventry University (England). International universities also cooperate with the NEU in sending students to study and exchange experiences between universities, e.g. with Ngee Ann Polytechnic (Singapore) and ChuO (Japan). Between the faculty and the partner institution, cooperation agreements are laid down and the duties of both partners, execution of the cooperation and reporting, are defined.

The NEU key partnering relationships are with other departments/school, high school, alumni. Formal/informal and verbal/written communication exists with these entities such as in person, by phone, email, via conference and others such as means. These communications are important to understand and satisfy these different stakeholders' needs and requirements.

NEU cooperates with external stakeholders for a variety of teaching and training activities as follows:

- In order to develop study programmes, faculties and institutes often consult enterprises and organisations on the knowledge, skills and capacity requirements of employees, autonomy and responsibility. That result is the basis for setting the PLOs for the programme.
- Enterprises and organisations often cooperate with institutes and faculties in helping students in internship. For instance, the CFAB programme has a network of member companies (Big4 companies and local auditing companies) that support setting up office tour programmes and support sending students' CVs to other businesses to find internships for students, training students on how to write CVs and how to answer job interviews.
- Enterprises and organisations play an important role in bringing practical knowledge into the curriculum by sending experts from businesses to talk and share practical experiences with students. Guest lecturing is one of the teaching methods that are commonly used in various programmes. Guest speakers are invited must be leaders/managers/directors that have strong industry-experience background and follow detailed content orders from the programme. The primary purpose of this teaching method is to provide students opportunities to get in touch with chartered business leaders and enhance their employability.
- Enterprises also organise creative contests for students such as contests on business ideas, start-ups, contests to propose solutions for specific situations of businesses. For instance, the CFAB programme organises professional competitions for students about business challenges with the participation of businesses such as EY Vietnam Company.
- Enterprises and organisations participate with lecturers and students in scientific research and seminars to be able to link theory with business reality.

- Enterprises and alumni participate in surveys, in-depth interviews and seminars to evaluate the curriculum through the quality assurance of the faculties and institutes.

Appraisal „Studies and Teaching“:

NEU's study programme portfolio on Bachelor, Master and PhD level corresponds to the University's profile. The most recently added programmes as well as the plans for prospective programmes are, in principle, in line with the University's strategy and develop the University units properly. When it comes to NEU's international strategy, however, the University could integrate an international perspective more strongly into the learning outcomes (PLO) and/or intended learning outcomes (ILO) of the programmes.

The documentation of the presented study programmes demonstrates that the University is capable of developing suitable concepts for study programmes. They are in line with the corresponding qualification levels. Furthermore, the NEU ensures predictability in teaching and examination operations. The students-centred teaching approach makes the students take an active role in the designing of learning process.

The interaction between research and teaching is organised in such a way that a transfer of knowledge from research activities to teaching is evident. The panel gained an insight into many opportunities that students have to actively participate in the University's research activities. NEU has also implemented mechanisms to further promote the involvement of students.

In the opinion of the panel, the University has established a quality system that regularly reviews the development of the study programmes every two years. Further, student and alumni surveys are conducted on a regular basis. The panel was also provided with results and templates for review. The used survey for the course evaluation checks on various subjects.

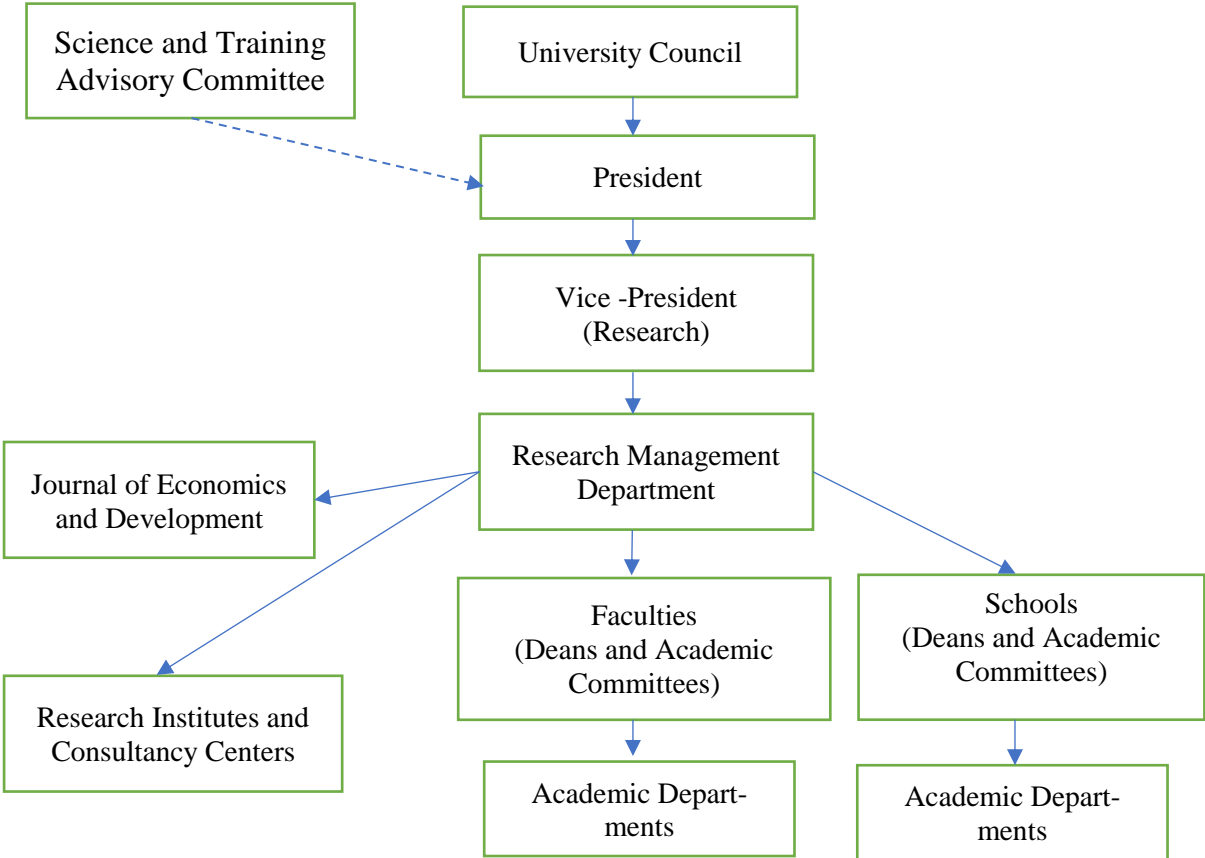
The University maintains cooperative relationships with partners from science, business, as well as academic and professional organisations that are useful for its study programmes.

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	Fails to Meet the Quality Requirements
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching		X		
(4) Quality assurance			X	
(5) Cooperation			X	

IV. Research

At NEU, Science and Technology activities are managed and implemented at various management and training levels/units for the best involvement of the University’s faculties, staff, and students. Figure 5 shows the management and operational structure diagram of Science and Technology activities at NEU.

Figure 5 Management and operational structure diagram of NEU’s Science and Technology activities



Research Strategy

According to NEU, the University is a key public university in Vietnam with a research orientation.²⁵ Since 2015, NEU has implemented the autonomy project under the consent of the Vietnamese Government with the goal of becoming a research-oriented university according to regional and international standards.

NEU has its mission to be “an exceptional research center, proposing guidelines for country’s socio-economic growth and providing consultations for government, non-government organizations, and enterprises”. The research-focused orientation is expressed in NEU’s visions to be “a research-oriented, multidisciplinary university ranking among the top 5 in Vietnam; one of the 100 best universities in Asia in the fields of economics, management and business administration”.

²⁵ See self-evaluation report, p. 54.

According to NEU's Regulation for Operating Science and Technology activities²⁶, the position and role of Science and Technology activities are identified as (i) one of the primary and essential tasks of the University and (ii) maintains and promotes the role of a key public university, the leading university in its field, a trustworthy consulting partner of the State and local government, as well as the business community in the fields of economics, management, and business administration.

Science and Technology strategy

To realize its mission and visions, NEU developed the Science and Technology strategy. This strategy is based on the following specific objectives:

- Pioneering in the research and implementation of digital transformation for enterprises and organisations.
- Continuing to promote research activities and consult policy in the fields of economics, management, and business administration in Vietnam.
- Prioritizing resources to promote NEU's Journal of Economics and Development (English edition) to the Scopus system; encouraging and investing for international publication in the list of ISI/Scopus Index journals.
- Developing mechanisms and policies to encourage scientific research, increasing investment in research activities.
- Developing strong research teams with the core of top research experts capable of leading new research trends.
- Strengthening the link between research and training, and practice.
- Strengthening the development of international cooperation in scientific research.

Foundation for sustainable Science and Technology development

The foundation for achieving and maintaining the objectives of NEU's Science and Technology strategy is NEU's human resource development solution:

- Attracting, fostering, and developing NEU's faculties and staff with capable research and consulting capacity.
- Increasing international integration and mobility of faculties.
- Enhancing the practical knowledge of the academic faculties.
- Standardizing the capacity of each position/title.
- Training and nurturing young faculties and staff.

Scientific and technological research orientations

The strategic focus of NEU's Science and Technology activities is in the fields of economics, management, and business administration - the core strength of the University. NEU also focuses on developing and conducting research on the Digital Economy based on promoting interdisciplinary research cooperation between its traditional fields and information technology. In the period 2021-2025, NEU sets the following scientific and technological research orientations:

- Research to enhance the economic development model for Vietnam in the coming period.
- Research on digital transformation and innovation.
- Research on the ability to adapt and overcome the impact of economic shocks.

²⁶ Regulation for Operating Science and Technology activities of National Economics University (issued by Decision No. 1769/QĐ-DHKTĐĐ, dated 15/10/2021 by University President.

- Research on the development of economic sectors and enterprises.

To achieve the Science and Technology Strategy within NEU's Development Strategy for 2021-2030, the University has long-term, medium-term, and annual plans for Science and Technology Activities that include the following contents:

- Plan for University-level research projects
- Plan for International Publication Groups
- Plan for Ministry-level, National-level, Sponsored research projects
- Training plan to improve research capacity
- Plan to organise conferences and seminars
- Plan for Students' scientific research activities

Research activities

As a public university, NEU's Science and Technology activities are governed by the provisions of Vietnamese laws. Duties and authorities of NEU in science and technology activities are specified in Article 41 of the Law on Higher Education (Law No. 08/2012/QH13). In addition, as a scientific and technological organisation, the rights, and obligations of NEU in Science and Technology activities are regulated by the Law on Science and Technology (Law No. 29/2013/QH13).

NEU's Science and Technology activities include the following tasks:

- Performing basic scientific research, domestic and international publication and dissemination; developing strong teams of research experts for international publication.
- Participating in the selection of scientific and technological projects at all levels and tasks (on-demand); formulating and signing science and technology contracts; organising the assessment and acceptance of science and technology activities results in accordance with laws.
- Mobilizing various resources for Science and Technology activities and using these sources according to the principles of efficiency and human resource development.
- Researching and consulting on transferring management technology; supporting registration and protection of intellectual property; transferring intellectual property rights in accordance with the law on intellectual property.
- Participating in consulting on policy formulation and proposing solutions to implement socio-economic development policies for various management levels from Central Government to Local Governments and enterprises; participating in the scientific and technological appraisal of large projects; bridging advanced scientific and technological achievements to production and life.
- Promoting and organising scientific research activities for students.
- Organising the supervision, evaluation, and review of the implementation of Science and Technology activities plans.

NEU's science and technology activities are from two main target groups: (i) Faculties and staff, and (ii) Students. The activities are also classified for management and implementation according to the following levels:

- National-level research projects.
- Ministry-level and equivalent research projects.

- University-level research projects.
- Research projects sponsored or ordered by domestic and international organisations and enterprises.

According to the University, performing national-level scientific research tasks has always been NEU's strength showing its core competencies.²⁷ Results of NEU's Science and Technologies activities in recent years are summarized in Table 10, which is based on the Report on Science and technology activities 2022.

Table 10 Results of Science and Technology activities 2017 – 2022

Order	Science and Technology tasks	2017	2018	2019	2020	2021	2022
I	National-level and equivalent research projects	18	5	7	7	0	3
1	National research programs	10	4	2	-	-	3
2	National independent research projects	-	-	2	-	-	-
3	Basic research projects NAFOSTED (National Foundation for Science and Technology Development)	8	1	3	7	-	-
II	Ministry-level and equivalent research projects	18	14	16	18	15	19
1	Research projects managed by Ministry of Education and Training	13	9	4	10	7	10
2	Research projects managed by other Ministries	-	1	7	2	1	-
3	Local (provincial) research projects	5	4	5	5	7	9
4	Regional/province planning projects	0	0	0	1	-	-
III	University-level and equivalent research projects	100	112	148	141	132	91

Publication of scientific research

With regard to NEU's scientific publication activity in the period 2017-2022, it can be seen that the ratio of publications in international journals to publications in domestic journals has increased significantly and the number of publications in SSI/Scopus indexed journals has risen sharply (see Table 11).

Table 11 NEU's scientific research publication 2017 – 2022

Order	Type	2017	2018	2019	2020	2021	2022
1	Publications in domestic journals	665	709	819	277	385	302
2	Publications in international journals	59	88	158	271	267	241
2.1	Publications in ISI/Scopus indexed journals	27	38	99	222	205	195
	<i>Publications in ISI</i>	20	28	42	135	160	151
	<i>Publications in Scopus</i>	7	10	57	87	45	44
	<i>Number of publications in ISI/Scopus per faculties</i>	0.03	0.05	0.13	0.28	0.26	0.25
2.2	Publications in other international journals	32	50	59	49	62	46

²⁷ See self-evaluation report, p. 61.

3	Publications in domestic conference proceedings	354	512	678	239	320	270
4	Publications in international conference proceedings	213	78	102	278	335	208

In the period 2017-2022, NEU organised 64 international conferences, 136 national conferences, and different workshops and seminars. These conferences attracted hundreds of articles from many policymakers, practice managers, domestic and international scientists. According to NEU, these conferences contributed to the socio-economic development of the country at both the macro and micro levels.²⁸

Promotion of research

Over the years, the University has facilitated the creation of mechanisms and policies to encourage and motivate scientific research activities. These mechanisms and policies include:

- *Minimum research hours:* Based on the current regulation of the Ministry of Education and Training, NEU has implemented the minimum research hours of the University's faculties at least 586 hours/year. The completion of the research hours norm directly affects the evaluation of the performance of the faculties' tasks in the academic year, as well as the emulation classification and resolution of related regimes and policies.
- *Policies to promote and support faculties and staff in the PhD study:* NEU has issued and implemented policies to encourage and support the University employees in PhD study to improve the quality of faculties and staff, especially junior ones, for better training and research.
- *Policy to promote international publication:* In order to promote international publications, the University has introduced the programme for international publication groups in ISI and Scopus-indexed journals with two investment levels for each publication group since 2018: (i) Level 1: VND 250 million (equivalent to USD 10,800), which can go up to VND 300 million (equivalent USD 13,000) if the product has IF>2, and (ii) Level 2: VND 150 million (equivalent USD 6500).
In addition, NEU has also added a support level of VND 50 million (equivalent to USD 2,170) for ISI publication with IF>2.
- *Policy to support scientific activities in Academic departments:* Since the 2016-2017 academic year, NEU has implemented a policy to support scientific activities in academic departments with the support of VND 2.5 million per seminar and a maximum number of six seminars/ year.
- *Policy to encourage students to participate in research:*
 - Promotion and encouragement of students at all levels to participate in scientific research are demonstrated by the following management policies:
 - Including student scientific research activities in the University's annual science and technology activities plan.
 - Directing and speeding up student scientific research, implementing and launching the student scientific research movements, and coordinating with the Youth Union, Student Union, and Student scientific research clubs to propagate and disseminate to students throughout the University to participate in the research activities.

²⁸ See self-evaluation report, p. 63.

- Directing and guiding all Training units to organise student scientific research competitions, on that basis, to select good research projects for student scientific research contests at higher levels.
- Requiring a University-level research project must have at least three students and PhD students to create conditions for students to have more opportunities to access the scientific research environment.
- *Policy on disseminating information about scientific research opportunities:* To introduce and disseminate NEU's science and technology activities, the University has disclosed information through various channels:
 - The official website of Research Management Department: It provides comprehensive and up-to-date information on policies, procedures, opportunities, and results of scientific research activities.
 - The fan page of Research Management Department: It provides, introduces, and updates information on NEU's science and technology activities.

Good scientific practice

The following instruments and methods are used in combination and effectively at NEU to ensure Good scientific practice in the scientific research activities of faculties, staff, and students.

Regulation on Academic Integrity in scientific research

To ensure good practice, NEU issued *the Regulation on Academic Integrity in learning, training, and scientific research*²⁹. The purpose of the regulation is to enhance the academic reputation of NEU and ensure the responsibility of all members of the University for the application and compliance with rules and ethical standards in learning, training, and scientific research. With this regulation, by clearly defining the responsibility of faculties, students, and related entities to comply with academic integrity, NEU promotes and raises awareness of 'good academic practice' for scientists and scholars and, at the same time, popularizes them to students and young researchers early and continuously as obvious and prerequisite conditions for learning, training, and scientific research. In addition, the regulation also clearly affirms that the University does not accept misconduct in scientific research because it erodes trust in science and academia as well as the mutual trust of scientists and scholars.

NEU's Academic Integrity Regulation also provides for the handling of academic integrity violations in scientific research, which includes (i) handling of plagiarism, (ii) dealing with fraud and fabrication, and (iii) procedures for handling complaints and denunciations about academic integrity violations. 'Assurance academic integrity in scientific research' of the *Regulation on Academic Integrity in learning, training, and scientific research*, specifies (i) types of scientific research products, (ii) responsibility and method of inspection, and (iii) form of handling according to the degree of violation.

Plagiarism detection service

In order to prevent and detect breaches of academic integrity, NEU has been officially using the plagiarism detection service Turnitin since 2018 to check and evaluate academic results and scientific research at the University. At NEU, all theses (Bachelor and Master), doctoral dissertations, and scientific products (articles, scientific research reports) must be

²⁹ Regulation on Academic Integrity in Learning, Training and Scientific Research of National Economics University (issued by Decision No. 1786/QĐ-DHKTĐĐ dated 12/10/2021).

accompanied by Turnitin reports. Appendix 4 'Assurance academic integrity in scientific research' of the *Regulation on Academic Integrity in Learning, Training and Scientific Research of National Economics University* indicates that Research Management Department will not accept the products of scientific research projects at all levels with the degree of overlap (determined by Turnitin) of 25 % or more.

Academic Integrity training

NEU has periodically and regularly organised informative events on Academic Integrity for faculties, especially junior/new faculties, and students at all levels to educate and disseminate regulations on Academic Integrity.

The process of selection, peer review, and editing of scientific publications

Academic integrity and ethical standards in scientific research are complied with through the strict implementation of the process of selection, peer review, and editing of scientific articles published in the journal of Economics and Development, as well as the proceedings of national and international conferences of the University.

As 'Assurance Academic integrity in publishing scientific articles in the Economics and Development journal' of [75] regulates (i) responsibilities and methods of inspection, and (ii) the form of handling academic integrity and ethical standards violation in each step of the process of selection, peer review, and edit scientific publications in the Journal of Economics and Development. This process of ensuring Academic integrity in publishing scientific articles applies not only to NEU's Journal of Economics and Development but also broadly applies to NEU's national and international conference proceedings.

In addition, the closed peer review is the standard and strictly carried out according to international standards for NEU's Journal of Economics and Development and the proceedings of international conferences or Vietnamese standards for the proceedings of national conferences.

Research Integrity Committee

The Academic Integrity Councils are established by NEU's President to assess the academic integrity of research-related products, consider the behaviour and level of violation to decide appropriate penalties for breaching academic integrity.

Quality Assurance in research

NEU has developed a process³⁰ for all work contents related to Science and Technology activities, which specifies (i) the contents to be performed, (ii) the responsible unit/individual, (iii) the duration and orders of implementation and (iv) related forms.

To effectively use and operate the management processes of Science and Technology activities, the University has organised detailed training on the management process to all faculties, staff, and students.

³⁰ These processes include in:

- Process and legal documents related to National-level, Ministry-level, and equivalent projects.
- Process, forms, guidelines for University-level projects
- Process, forms, and guidelines for the International Publication Groups.
- Process and forms for management and organization of conferences and seminars.
- Process for declaring scientific research hours and the standard of scientific research hours.
- Process and form for Academic Department's scientific activities.
- Process, forms, and guidelines for international publication declaration and participation in international conferences.

Regarding the evaluation of Science and Technology activities at NEU, the following questions are used:

- Do products of Science and Technology activities ensure quality?
- Are scientific research tasks/projects implemented and accepted as planned?
- Is the number of scientific publications according to the plan and consistent with the University's orientation and research strategy?
- Do science and Technology activities contribute to science and have practical application value?

The University has regularly inspected and collected feedback to evaluate the quality of the work as a basis for assessing management effectiveness and improving the quality of Science and Technology activities. When evaluating Science and Technology activities, NEU has used various assessment methods, including self-assessment, peer-assessment and employee assessment for all units and individuals of the University.

Based on the assessment results, the University determines the area that needs improvement and then goes back to the plans made to adjust. The plans and their implementation are monitored for their effectiveness in meeting the University's goals. Over the years, as the result of applying the PDCA Cycle, NEU has regularly introduced essential changes to improve Science and Technology activities.

The instruments employed by NEU to ensure the quality of Science and Technology activities include:

- The *standard system of Science and Technology activities* (Regulations of the State and the University, instructions, related forms): The University's Regulation for Operating Science and Technology activities specifies the standards of each participant and product of each step in the implementation of each scientific research activity. There are specific implementation instructions and related forms, which are disclosed on the website of the Research Management Department. The strict implementation and supervision of research standards have an essential role in ensuring the quality of NEU's Science and Technology activities.
- The *management processes of Science and Technology activities*: The University's Regulation for Operating Science and Technology activities specifies each required step of the process of implementing Science and Technology activities (including selection, adjustment, progress supervising, acceptance assessment, and post-acceptance) and related contents of each step (including the works to be performed, the responsible unit/individual, the durations and orders of implementation, and related forms). Together with the standard system, the management processes of Science and Technology activities are a solid basis for ensuring the quality of research at NEU. Academic Integrity regulations, Turnitin plagiarism detection service.
- High standards of selection, peer review, and editing of scientific publications on NEU's Journal of Economics and Development and in the proceedings of national and international conferences organised by the University.
- Confirmation of the applications of the research results applies to projects/tasks at national level.
- The publication on ISI/Scopus indexed journals (not on the list of journals having quality-warning status).

The University evaluates all products formed during the implementation of scientific research projects/tasks. At each primary step of the research implementation process, the assessments are executed in accordance with NEU's regulation for Operating Science and Technology activities:

- In the selection step, the Research Preliminary Proposal Advisory Committee (including five to seven members) evaluates and selects appropriate research pre-proposals. The Research Proposal Approval Committee (five to seven members) assesses and selects appropriate research proposals and gives recommendations to improve the accepted proposals.
- In the implementation step, the University organises periodic inspections (at least once) or irregular inspections during the implementation of the research. The inspection contents include implementation progress, research contents, products, and use of the research fund.
- In the acceptance stage, an independent scientist is invited by the Research Management Department to evaluate and comment on the research's contents. The Research Approval Committee (with five to seven members, including the chairperson, reviewer, scientific secretary, members) is responsible for evaluating the research results achieved by the project according to the approved Research Proposal. Approval assessments are ranked in four levels (Excellent, Good, Pass, and Failed) based on the assessment criteria, namely (i) research literature review; (ii) research objectives and questions; (iii) research methods; (iv) research content; (v) applicability; (vi) outstanding results (if any); and (vii) presentation.
- Indicators to evaluate the quality of scientific research: The Impact Factor/Journal Impact and others.
- The confirmation on applications of research results applies to National-level projects/tasks.

The instruments employed by NEU to assess the quality management system related to Science and Technology activities are:

- Annual reports summarizing NEU's Science and Technology activities.
- Annual completion reports on Science and Technology activities.
- Annual report on evaluating the fields of work of the University.
- Annual self-assessment reports of the Research Management Department and the President's assessment for the Research Management Department.
- Annual self-assessment reports of the Research Management Department's Director and the President's assessment for the Research Management Department's Director.
- Annual self-assessment reports of the Research Management Department's staff and the Director's assessment for the Research Management Department.
- Annual peer-assessment reports of relevant units for the Research Management Department.
- Stakeholder Survey Reports.

Research cooperation

Domestic research cooperation activities

According to the University, with a history of more than 65 years and the recognised position as "the University educating Vietnam's top leaders and entrepreneurs" and "an exceptional research center, proposing guidelines for country's socio-economic growth and providing

consultations for government, non-government organisations and enterprises”, NEU is a trusted partner for numerous Vietnamese government organisations, ministries, provinces, cities, and enterprises.³¹ To pursue the missions and realize the vision “to become a research-oriented, multidisciplinary university ranking among the top 5 in Vietnam”, NEU has continued developing domestic research cooperation.

NEU’s domestic research cooperation activities aim “to combine the resources of the University and its partners, and to cooperate between the University and enterprises, employers to implement training, research and consulting activities matching the needs of socio-economic development and following NEU’s development strategy”³².

Every year, the University carries out National-level projects/tasks under the orders of Central government organisations. NEU’s scientists have chaired many research projects in collaboration with the Ministry of Industry and Trade, the Ministry of Finance, the Ministry of Education and Training, and the State Bank of Vietnam. NEU’s Ministry-level projects are often evaluated by the Ministry Approval Committees as having high practical value.

NEU’s research activities have increasingly linked with businesses and localities. A large number of NEU’s research projects have directly solved practical problems of enterprises and localities. The number of projects ordered by enterprises and localities remains at a considerable level in the list of scientific research projects of the University. In addition, to speed up the practical application of NEU’s research to solve Vietnam’s socio-economic problems, the University regularly organises conferences and policy dialogues seminars in collaboration with top government organisations such as the Central Economic Commission of Vietnam, the Economic Committee of the National Assembly of Vietnam and the Central Theoretical Council of Vietnam. NEU’s research results and policy recommendations have reached the more central and local government organisations and enterprises through these conferences and seminars.

The following lists NEU’s research partners:

- *Central Government organisations:* the Central Economic Commission of Vietnam, the Central Theoretical Council of Vietnam, the Economic Committee and the Social Committee of the National Assembly of Vietnam, the Committee for Ethnic Affairs, Ministry of Science and Technology, Ministry of Education and Training, and Ministry of Planning and Investment, the State Audit Office of Vietnam, the General Statistics Office of Vietnam
- *Provincial Government:* People’s Committees of Quang Ninh, Lao Cai, Dien Bien, Lang Son, Dak Nong, and Tra Vinh.
- *Universities:* University of Economics Ho Chi Minh, Hung Vuong University, Vinacadey. Hanoi University of Industry, Haiphong University, Bac Ninh Sport University of Vietnam, Hoa Lu University
- *Vietnamese Banks:* VietcomBank, PVComBank, OCBank, Military Bank.
- *Groups:* Vietnam Post, VNPT, HoaPhat Group, Deo Ca Group.
- *Enterprises:* IDCL Vietnam, MB AGEAS, OCD Management Consulting, PSC, VTI, MISA, ABIC.

³¹ See self-evaluation report, p. 81.

³² See Regulation on Organization and Operation of National Economics University (issued by Resolution No. 09/NQ-ĐKTQD-HDT, dated 9/3/2021 of NEU’s University Council) and self-evaluation report, p. 81.

International Cooperation in Research

The University currently cooperates with over 100 institutions and organisations from 30 countries, including Austria, Australia, Belgium, Cambodia, Canada, China, France, Germany, Japan, Laos, Malaysia, New Zealand, the Netherlands, Singapore, Thailand, United Kingdom, United States.

The primary objective of NEU's international cooperation activities is "expanding the international cooperation network, mobilizing resources, combining the strengths of the University and international partners to develop and improve the quality of the University's education, scientific research, and technology transfer, attracting and increasing academic exchanges, lecturers and international students, improving the prestige and position of the University within the system of regional and global universities".³³

Most NEU's MOUs and Agreements with international partners have a research cooperation clause. NEU's portfolio of international cooperation research includes: (i) joint projects conducted by agreements between the Vietnamese Government and the governments of Hungary, United Kingdom, Netherlands, Germany, Thailand, Taiwan, and (ii) projects in collaboration with the Japanese International Cooperation Agency (JICA), the Foundation of Vietnam Development Forum (VDF), the National Graduate Institute for Policy Studies (GRIPS), the World Bank (WB), the Asia Development Bank (ADB) and the Department for International Development (DFID – UK), and AusAID (Australia).

In recent years, NEU conducted the following international scientific research projects:

- Joint research project with Saint Mary's University, Canada, within the Vietnam Entrepreneurial Development Project framework funded by the Canadian International Development Agency (CIDA).
- International scientific research project under the Protocol with the theme "Population research with sustainable development in Vietnam in the first decades of the 21st century (demographic - economic, social, environmental aspects) on the basis of applying the experience of France and some developing countries".
- Two bilateral international cooperation projects at Ministry-level in cooperation with Germany
- The international research project "Enhance research collaboration and experience sharing between National Economics University, Vietnam and institutions on climate change and disaster risk management" period 2017-2020, sponsored by Taiwan.
- The international research project "Enhance training and research capacity on the low-carbon economy in the context of climate change at National Economics University in collaboration with universities and research institutes in Taiwan" period 2021-2024 period sponsored by Taiwan.

International cooperation in research at NEU has made positive contributions to consulting, developing socio-economic policies for Vietnam, and creating joint research outcomes that had a high level of quality and significance. NEU now focuses on promoting international cooperation in research in the following fields:

- Coordinating to carry out joint research with international scientists within the framework of international cooperation projects.
- Organising and hosting international conferences.

³³ See self-evaluation report, p. 83.

- Inviting foreign scientists to participate in the editorial and review board of NEU's Economics and Development Journal, exchanging and sharing experiences, information, and academic documents with international scientists and organisations.
- Organising academic workshops having international scientists.
- Inviting prestigious international professors and experts to participate in seminars to share experiences in international publication and research related to economics, management, and business administration.

Appraisal „Research“:

The panel has gained a very good impression of the research quality and research activities of the National Economics University. During the online conference, the panel noted NEU's overall efforts to strengthen the research activities of the University. NEU pursues a comprehensible research strategy.

Accordingly, the teaching staff are integrated into the research landscape of their respective subject and are supported by the University. One third of the lecturers' working load is dedicated to research, which is also contractually stipulated. During the interviews, the panel also learnt that, for example, thesis supervision also falls under the teaching load and is taken into account. The involvement of students in research projects is also seen as a useful way of promoting students' scientific skills and NEU's goal of research orientation and is perceived very positively by the panel (see appraisal in chapter III).

With regard to NEU's vision of being one of the 100 best universities in Asia in the fields of economics, management and business administration in the future, as well as its internationalisation efforts, the panel considers it would be helpful if the University were to publish even more in internationally recognisable English-language journals in order to open itself up more internationally (in line with its intended goals). However, the panel notes positively that NEU's own journal is listed in Scopus.

NEU promotes the research activities of its academic staff and incentivises them accordingly. For example, academic staff receive bonuses and rewards for publications, new researchers receive support in carrying out research work, e.g. through various courses on methodologies and courses in which experiences can be exchanged. Such a set of measures guarantees regular improvement of the professional and scientific competence of the teaching staff.

The University has also implemented procedures such as the anti-plagiarism software Turnitin, Academic Integrity training as well as its own Research Integrity Committee to ensure good scientific practice. In the view of the panel, the quality management system includes appropriate instruments and methods for the regular assessment of the quality of research.

The panel appreciates NEU's many different research collaborations, especially with businesses and in the field of economics, with which the University carries out many consultation projects. The University also has prestigious projects with the government, which show that NEU is well embedded in the overall national research scene. Therefore, the panel encourages the University to strengthen their international research cooperations in order to consolidate its position on the international research scene.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
IV. Research				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation		X		

V. Services (Administration, Counselling, Academic Support)

Services

NEU offers a range of administration, counselling and academic support services to provide for and support students, lecturers and staff.

For students, NEU aims at a policy of serving them from the point of view of “student-centred”. The University provides varied services at all levels, from Bachelor to postgraduate levels. The offered services are documented in a user-friendly manner and they are easily accessible. Most learners’ services are coordinated by the permanent unit that is Political and Students Affairs Office (PSAO) and supported by relevant units within the University like Youth Union and Student Union, Faculties and Schools, Centres and Institutes, other Administrative and Supporting Units. The powers and duties of each unit in providing services are specified in the Regulations on the functions and duties of dependent units of NEU.

For lecturers and staff, NEU also offers a variety of services including administration, counselling and academic support. For each type of service, the University has specific departments that coordinate activities to support lecturers and staff. The Administrative Office and Personnel Department are mainly responsible for administration services. Besides, counselling and academic services for lecturers and staff are conducted by individual units with specific fields such as Department of Research Management, Department of Accounting and Finance, Department of Facilities Management, Department of Communications, Centre for Applied Information Technology, Library and Information Centre, Clinic or Trade Union.

NEU’s **administration services** are mainly delivered through following activities:

- Students can easily search for admissions information and receive clear and detailed instructions on admission procedures when they are admitted to the University.

Regarding admission procedures, the University builds a methodical plan, assigns specific assignments according to the responsibilities of each functional unit to coordinate and support each other. The data management form on the online system has been promptly updated to assist in the recruitment process. When the candidate has the result of admission, the system will send a notification to the candidate for specific instructions on the admission steps. Adapting to the actual situation of society, the online admission method has been implemented effectively, helping students save time and costs, reduce risks in terms of records and procedures. In addition, the admissions counselling and admission support department has arranged a hotline number to support students, combined with sharing and receiving through social networking sites.

- Students are guided about the study programme, examination, assessment and regulations in the training regulations of the Ministry of Education and Training.

Information about the University as well as training regulations and student regulations are necessary subjects that learners need to know when participating in the study and research process at the University. Learners at NEU are guided and provided with full information, regulations and processes related to training programmes, methods of examination and evaluation through various forms of providing information to learners. Each student is provided with the student handbook. In addition to guiding students to learn the Training and Students Affairs Regulations of the Ministry of Education and Training, the University also provides detailed instructions on the implementation and concretisation of these regulations by adding in the

book and on the University's website. For classes, lecturers are required to introduce to students the objectives, outline, teaching schedules, requirements for assessment, exercises and assignments, practice exercises, score conditions and conditions for taking the final exam. The curriculum and teaching schedule are also posted on the University's Academic Affairs Office website.

- Students are guaranteed social regimes and policies and are given a health check in accordance with the University's medical regulations; are facilitated in arts practice and physical training; and are assured of safety on the campus of the University.

The University not only strictly implements the regimes and policies of the state for policy beneficiaries, but also provides support for students with unusual difficulties that are not covered by the policy, but also at the same time mobilises resources and use this fund to give scholarships to students who overcome difficulties. Moreover, NEU assigns the Health Clinic to offer support for students. Moreover, the University establishes relationships with Medical Centres and hospitals near the University.

- Students are facilitated to join the NEU alumni networking activities after graduation.

The Alumni Network Office of NEU established in 2015 serves as a bridge to connect all alumni and students at the University. The activities of the network of Alumni and students at the University are all towards the principle and purpose: "Connect - Share - Cooperate - Succeed". At the website of the alumni network, alumni can follow the news about all the activities of the University's generations of alumni, this information is updated regularly.

- NEU has a plan to recruit, foster and develop lecturers and staff; plan to appoint managers to meet the objectives, functions and specific conditions of the University, as well as has a transparent process and criteria for recruitment and appointment.

Recruiting, fostering and developing lecturers and staffs conducted by Personnel Department are important roles in the implementation of the University's goals and missions. Regarding recruitment, the University annually has a long-term and short-term recruitment plan which is publicly notified according to the law. The quantity and criteria of recruitment are built based on the needs of attached units. Recruitment targets and criteria information are publicly notified on the University's website portal.

- Lecturers are ensured to be trained according to the regulations to meet the standard qualifications of the teachers; have foreign language and computer skills to meet the requirements of training and scientific research tasks.

NEU provides sufficient equipment to serve teaching activities and continuously organise training sessions to improve the skills of using informatics tools in teaching, especially in the context of online learning.

With regard to **counselling services**, NEU carries out the following activities:

The University provides students information related to training levels at NEU through diversified channels (offline and online); directly provides counselling about psychology, cross-cultural integration; counselling about skills, learning, training, scholarships and jobs, including the Academic Affairs Office, Centre for Distance Education, Centre for Continuous Training, Faculty of In-office University, NEU Graduate School and Faculties/Schools are responsible for providing consulting on majors, credits, admission. Department of Research Management is responsible for students' scientific research activities. NEU Centre for Social Innovation and Entrepreneur supports start-up activities. The library is in charge of providing consulting on

using the smart library system. Centre for Applied Information Technology is in charge of providing consulting on information technology.

- Students are regularly educated on ethics, healthy lifestyle, sense of responsibility, guidelines and policies of the state and the rules of the University.

The University assigns the PSAO to be responsible for planning and organising the implementation of ethics education, healthy lifestyle, sense of responsibility, respect for the law, guidelines and policies of state and the rules of the University to the students.

- Students get equipped with effective knowledge to enhance the ability to find work and create self-employment after graduation; increase the percentage of graduates having jobs which are suitable to their training occupations.

NEU invites recruiters for consultation. Faculties, institutes and centres which are responsible for student management also actively invite employers to share job-hunting experiences and working skills with students. Through the introduction of faculty/school, during the internship, many students have access to career opportunities and get a job right after graduation.

Moreover, NEU offers a Career Centre (NCC) for career orientation and job support to students, as well as job fairs to give students the opportunity to connect with business representatives.

- Lecturers and staff are supported in life, health and finance.

Regarding life and health, lecturers and staff are cared for by the University to ensure both health and spirit to work with health insurance, cultural and sports activities, provision of conditions to work in a favourable environment, with full facilities, modern computers, comfortable working rooms, spacious parking, and cafeteria for employees of the University. Furthermore, NEU has several practical policies to support employees financially.

Regarding **academic support services**, NEU carries out the following activities:

- Students are provided with specific measures which have positive effects to support their learning and activities.

NEU has arranged a team of academic advisors to closely support students. Academic advisors are lecturers teaching at faculties/schools. In addition, students are provided with a university training management software system managed by Academic Affairs Office. The PSC master software officially put into use by NEU in 2019 is a comprehensive solution for human resource management (PSC HRM), management financial management (PSC ERP) and training management under the credit system (PSC UIS) for a University developed according to the smart university model.

- NEU has policies and measures to facilitate managers and lecturers to participate in professional activities at home and abroad.

The University focuses and creates conditions for managers and lecturers to train, foster and participate in professional activities at home and abroad. The University formulates the internal revenue and expenditure regulations that stipulate policies to encourage training for scientific research such as the policy to reduce the workload at the unit for lecturers participating in training and retraining in the country. Besides, lecturers participating in training and retraining abroad are facilitated by the University to study according to the training time. In addition, managers and lecturers wishing to foster in the short-term participation in seminars and

scientific conferences suitable for their expertise and jobs, which are also facilitated on time and funded by the University.

- Staff are periodically fostered professional skills, serving effectively for teaching, learning and scientific research.

In parallel with the selection of lecturers, NEU also focuses on recruiting a team of technicians and staff to ensure quantity and quality, have professional capacity and serve effectively for teaching, learning and scientific research. To improve the work efficiency of technicians and staff, the University has regulations on duties and responsibilities of technicians and staff in supporting them in using equipment for teaching and scientific research.

Assessment of services

The quality assurance system of services offered by NEU includes varied instruments and methods for not only the regular assessment of the services' quality but also ensuring the acquisition of precise knowledge which allows the University to conclude on services' efficiency.

Administration services

- Academic Affairs Office, Centre for Distance Education, Centre for Continuous Training, Faculty of In-office University, NEU Graduate School manage and take responsibility for services related to study and enrolment.
- The PSAO associates with Administrative Office to be responsible for providing verification services of administrative documents for students through one gate unit such as proof of student status, academic transcripts, registration documents for remarking test results, searching diplomas and copies of diplomas.
- Library and Information Centre provides services of using smart libraries, borrowing and reading books.
- Department of Educational Testing and Quality Assurance carries out procedures related to the final exam, coordination and survey of learners' opinions on the quality of higher education.
- The Department of Facilities Management is responsible for supporting teaching-learning, classroom management and designing environmental landscapes.
- Centre for Training Support and Services provides services related to the dormitory for students.
- Clinic provides health care services and health insurance.
- Department of Inspection and Law receives complaints from students.
- Administrative Office is in charge of emulation, commendation and dialogue activities with the NEU Board of Management.
- Personnel Department supports in recruitment, training and evaluation of the quality of employees' work done.
- Department of Inspection and Law receives complaints from officials and employees.

Quality assurance for these above services of both learners and employees is carried out through the periodic operation plan and report of each unit which will be sent to the Administrative Office; then, the Administrative Office will collect and report to the NEU Board of Management. Regarding to administration services offered by NEU, the University requires the in-charged units to do a SWOT analysis.

With the goal of maximum care and support for learners, NEU focuses on the admissions work in charge by Academic Affairs Office. Every year, the University's enrolment scheme is updated to match the current situation and the needs of society. Over the years of enrolment, the University has proactively compiled enrolment data over the years, with comparisons so that both students and interested people can track and analyse. In addition, the University continuously organises online and offline recruitment counselling events to advise and orient candidates and their families. Enrolment information is constantly updated on the website and in social media, ensuring that everyone can easily access and track the information.

For counselling services, NEU deploys advisory and orientation activities for both students and employees. The head of each unit performs quality control, and the expected output is customer satisfaction for each type of counselling.

Regarding students, the University is always ready to receive feedback and ideas from students on the University's web portal. In addition, the University assigns tasks to the PSAO to coordinate with the Communication Department to receive student feedback about student support services on online channels, specifically:

- Facebook page of the PSAO.
- NEU student information group (Facebook App).
- School psychology counselling corner.
- Group of academic advisors (Zalo app).
- Group of classes' monitors council.

After getting feedback from students, the permanent unit receives information and processes it as quickly as possible. Based on the accumulated information gotten, the University has the basis to adjust the plan of activities to better serve learners.

Regarding lecturers and staff, "service evaluation" is an effective instrument to help the University to improve the quality of services. All employees can raise their comments, feedback and ideas to the University's services through diversified channels:

- Facebook Group of lecturers and staff.
- The Employee's Conference organised every year.
- NEU's internal news board.
- Survey box on NEU web portal.

For academic support services, the quality assurance process for student support services is implemented by the University according to the PDCA cycle, specifically:

- "Plan": The University develops a specific plan and detailed time in each activity to serve and support students as well as a student monitoring system. Before implementing each detailed plan, the units in charge and related to learner support services must develop an implementation plan for the school year, which presents a preliminary draft of the main job in student support.
- "Do": Student service and support activities as well as monitoring systems are implemented to meet the needs of stakeholders. After the plan is approved by the Board of Directors, the in-charges unit makes a list of tasks to be performed as well as coordinates with other units to ensure the implementation of services is fully and effectively.
- "Check": Student service and support activities as well as student monitoring system are reviewed. After completing these services, the unit in charge of developing a report on the performance results, compares them with the previous results to make accurate conclusions about the effectiveness of that service for students.

- “Action”: The student service and support activities as well as the learner monitoring system are improved to meet the needs and satisfaction of the stakeholders. This is an important factor for continuation plans to inherit the positive elements from the previous one, and at the same time to be improved and perfected so that the service provided is more relevant.

Similar to lecturers and staff, the PDCA cycle is similarly applied to optimise the efficiency of services, which helps to better meet the needs of employees, improving the quality of services, adding value to lecturers and staffs to encourage them in their professional work.

Besides, the University organises an annual dialogue session with students to get their feedback improving efficiency of activities of technicians and staff. Every year, the University has a plan to foster professional skills for employees and technicians through refresher courses/classes to update and improve professional skills for them, along with policies on training and fostering technical staff of the University.

Moreover, the PSAO reviews the number of students stopping/suspending over the semesters as well as the reasons why students stop studying/pause to report NEU Board of Management. Based on this data, the University promptly has a plan to support students with services in a timely and effective manner to reduce the rate of students stopping/suspending from school.

Further development of services

Every year, the Department of Educational Testing and Quality Assurance conducts a survey of students about the service quality of the units. These evaluation results are returned to the units to serve as a basis for reviewing and improving the service quality. In addition, NEU also assigns for Administrative Office conducts dialogue conferences and conferences of officials and employees with NEU Board of Management each year. This feedback is also returned to the related units as a groundwork for enhancing and making the service quality better. The head of each unit then reviews the feedback from students and employees and takes necessary measures to have an improvement plan. Moreover, the units also make year-end reports to compile the completed tasks and propose a direction to improve the quality of services to bring the best utility values, be more user-friendly to students, lecturers and staff, as well as flexibly adapt to new circumstances.

The annual evaluation conducted by Personnel Department on performance and rating of the work quality of staff, lecturers and officers is also a measure to help NEU ensure its quality and improve services. Based on the results of these evaluations, each unit will have a reasonable and appropriate arrangement and allocation of work for employees according to the work requirements of the University.

Besides, the University continues to invest in and upgrade facilities at the Student Dormitory. The dormitory and canteen are renovated according to modern standards, large capacity, to better meet all the needs of the students.

Moreover, NEU always concentrates on Alumni Network Office managed by Political and Student Affairs Office to enhance alumni support services as follows: reinforcing the Network Executive Board; organising sports tournament and social activities to connect all alumni generation; organise conference to summarise the operation of alumni network; and establishing alumni enterprise ecosystem to help NEU improve students' satisfaction and ensure the quality

of services provided. Regarding lecturers and staff, NEU continuously strengthens and promotes foreign language and computer training courses for lecturers and staff to further improve services.

Appraisal „Services“:

The panel welcomes that a variety of guidance and assistance by faculty and staff are available to students. The services offered by the University are accessible and are documented in a clear and user-friendly manner. As NEU's profile is geared towards becoming more international, the panel considers it advisable to provide all services and information in English in order to strengthen this international profile and provide good support for future international students.

The evaluation of the administrative services is considered suited by the panel to control the effectiveness and the students' / lecturers' satisfaction with the services provided. This allows for continuous feedback and the results can be transferred into specific measures for further development. However, the panel gives a hint that process flow diagrams could be used to present the Quality assessment processes more clearly (see recommendation in chapter VII).

Overall, the panel is convinced that the students get a very student-oriented service.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	

VI. Resources

Since the procedure was conducted online, the panel was provided with descriptions and information of NEU's premises and facilities.

Rooms and facilities

The University has determined to "become a smart university step by step" in business administration.³⁴ In order to realize the vision and strategic goals, the University has invested in facilities with modern equipment in recent years to enable the best training and research activities, such as the implementation of training programmes. The University has ensured sufficient working rooms, classrooms, and functional rooms for services for all lecturers and learners, suitable for work, support training, and research.

Since the end of 2018, the training center building, completed and put into use, has ensured better working and learning conditions for learners, lecturers, officials, and employees. Lecture halls and other facilities serving students are also invested in repair and new construction. Equipment serving learners is invested more and more advanced and modern, providing the best learning environment for learners. The University's library was newly built and rearranged toward openness and international integration, with rich learning resources spacious reading room with connection to diverse sources of materials to meet the needs of learners.

The lecture halls can accommodate from 36 to 98 students, including theory classrooms and computer rooms, equipped with modern equipment, wireless networks, projection screens, projectors, whiteboards, and computers, air conditioning, and the layout is suitable for the size of the class; Operation status, use of equipment and classrooms are regularly updated for effective management.

In addition, the University also has many conference rooms with a capacity of 100 to 300 people, two halls (capacity of 500 and 1000 seats) to organise meetings, talks, and seminars, and a high-speed Wifi system that has integrated coverage of the entire campus. The total floor area of service construction training and scientific research is 146,486.30 m². Floor area/regular student reached 5.7 m²/regular student. The number of student dormitories is as follows: construction floor area: 28,773.43 m², corresponding to 551 rooms and 3,382 accommodations.

Table 12 Number of classrooms and function rooms

TT	Kind of room	Quantity	Area (m2)
first	Large halls and classrooms with over 200 seats	17	8,030
2	Classrooms from 100 - 200 seats	3	630
3	Classrooms from 50-100 seats	1 59	56.543
4	Number of classrooms under 50 seats	77	3,850
	total	2 56	69,053

In the classrooms, halls are fully equipped with projectors, installed sound systems, entire fan systems, air conditioning systems, lighting systems, and camera systems. In addition to teaching equipment installed in meeting rooms, the University also invests in practical and

³⁴ See self-evaluation report, p. 101.

experimental equipment according to the training industry/specialty requirements. The University currently uses specialised software used in the management of the departments and in the teaching of the faculties (training management software, library management software, Turnitin software, online teaching software). The equipment for teaching, learning, and scientific research is estimated for investment, repair, and maintenance. Based on actual training needs, the University has increased investment every year, to ensure enough teaching and learning equipment to support training activities and scientific research.

The Information Center - Library is located in a five-story building with an area of 10,000 m², including 6,500 m² of reading room space, with 20 group reading rooms and reading spaces, and 1,000 seats with modern equipment, information resources covering both the traditional library system (with printed documents) and the modern library (electronic database purchased from foreign publishers).

In 2019, the Shared Electronic Library Project for Higher Education Institutions in Vietnam, of which the National Economics University Library is the focal point, was funded by the World Bank (Worldbank) with a total investment capital of up to 10,000,000 USD to focus on investing in equipment as well as the library's database to start up. According to this, the University explains that the Information Center - Library of National Economics University will become one of the most modern libraries in the library system of Southeast Asian universities.³⁵

The Pham Van Dong Library of National Economics University has rich and diverse learning materials for training and research, including printed books, newspapers, printed magazines, books, and E-learning materials. Students have access to all the materials provided by the library.

The University currently has ten computer rooms serving teaching and learning for students. The remaining computers are provided to functional units and Faculties/Institutes for scientific research and management. All lecture halls and classrooms have projectors installed. The wifi network system has covered the wireless network in both the working area and the lecture halls in the University. Every staff, lecturer, employee, and student is granted a free electronic account to look up information, get data, articles, and textbooks to serve the teaching and research process science. Managers and department employees are provided with a desktop computer to work with. Each Faculty/Department is equipped with desktop computers and photocopiers for teaching, scientific research, and management. With the current University and class size, the NEU assigns responsibilities and powers to the Information Technology Application Center, in charge of information technology and computer systems.

Besides, the University also constantly improves the quality of facilities. The University has organised consultations with officials, lecturers, and employees on the master plan to have a plan to invest, renovate and build new land areas throughout the University, and at the same time, approved the policy on the choosing campus 2 of the University, creating a premise to expand training fields/fields related to technology as well as better access to the training market.

Full-time teaching staff

The University has issued a Regulation on recruitment, signing of work contracts, internships, and appointment to the rank of public employees to ensure the quality of lecturers and improve the quality of training. According to regulations, lecturers employed at the National Economics University must have a Master's degree or higher relevant to the field/major to be recruited,

³⁵ See self-evaluation report, p. 102.

English language proficiency with international IELTS certificate with a score of 6.5 or equivalent or higher, have office informatics certificate, have the pedagogical capacity and scientific research capacity. The faculty/institute proposes other specific recruitment requirements in its annual documents.

For permanent staff, the University has been applying a recruitment process in public employee recruitment exams, admissions, and special admissions selection for lecturer positions. The number of vacancies is publicly posted and positioned in the media. For the position of an expert, the form of recruitment exam for public employees or the form of a contract (employee) shall be applied. Criteria for selecting teachers are mainly based on regulations such as the Law on Officials and the University's Charter. Teachers at foreign universities, graduated from prestigious universities abroad, can teach in English for specialized subjects, has a Ph.D. degree in the proper discipline, following the policy, recruitment needs. In the recruitment regulations of the University, for teachers, in addition to the general regulations, priority factors in recruitment are taken into account, such as having articles published in prestigious magazines in the world, having participated in conferences and lectures.

Recruitment Council was established to select suitable candidates. Based on the recruitment proposal of the units and the Recruitment Regulation, the National Economics University publicly announces the recruitment of lecturers on the University's website. The University is open about its recruitment plans and numbers and clearly discloses its recruitment requirements on ethics and academic qualifications. Recruitment results are publicly announced on bulletin boards and websites.

In order to ensure the training quality and the socio-economic development needs of the labour market, the Ministry of Education and Training has issued regulations on the number of full-time students per full-time teaching staff, which must not to exceed the norms.

Table 13 Statistics of full-time teaching staff in 2022

Prof.	Assoc. Prof.	PhD	Master	Bachelor	Total
17	106	267	298	6	694

Categorized in terms of career title		Categorized in terms of age	
Lecturers (Third level)	318	< 30 years old	16
Primary Lecturers (Second level)	246	From 30 to 39 years old	232
Advanced Lecturers (First level)	130	From 40 to 49 years old	336
Others	0	From 50 to 54 years old	43
		From 55 to 59 years old	32
		≥ 60 years old	35

According to current regulations, to become an associate professor, a candidate must have published scientific research results according to regulations and be fluent in at least one foreign language for professional work and other subjects. Other requirements are as follows:

1. The first is not violating teacher ethics, not being disciplined in the form of reprimand or higher, or executing a criminal sentence; honesty and objectivity in training, scientific research, and other professional activities.
2. Second, meet the time required to do training tasks from university-level or higher as prescribed.
3. Thirdly, complete the assigned tasks and complete the standard number of teaching hours according to the Minister of Education and Training regulations, of which at least $\frac{1}{2}$ of the standard hours are taught directly in class. Visiting lecturers must perform at least 50 % of the standard teaching hours.
4. Fourth, fluently use at least one foreign language for professional work and can communicate in English.
5. Fifth, to have enough points for converting scientific works, candidates must have at least 20 points for equivalent scientific works for the title of professor and 10 points for equivalent scientific works for the title of associate professor and professor.

The University also promulgates regulations on the appointment and dismissal of professors and associate professors. Lecturers, lecturers-cum-lecturers, visiting lecturers of the University who meet the following criteria and conditions will be considered for appointment to the title of associate professor or professor:

1. Being recognized by the State Council of Professors as meeting the standards for the title of professor or associate professor;
2. Having expertise relevant to the fields and majors of the university being trained;
3. There is a proposal of the Department, Faculty/Institute where the candidate works professionally.

The term of appointment for professor and associate professor is five years.

Part-time teaching staff and visiting lecturers

The qualifications of the part-time teaching staff correspond to the requirements as well. Lecturers must meet the conditions specified in the regulations on training at Bachelor, Master, and Doctoral levels of the Ministry of Education and Training and the university and specific standards:

Visiting lecturers teach at universities and academies when participating in teaching subjects and modules. Visiting lecturers must have a doctorate or higher. Visiting lecturers working at production and business units, state management agencies must have a Master's degree or higher. For specific programmes serving teaching according to international practice certificates, visiting lecturers must have additional international professional certificates.

The capacity of visiting lecturers includes competence in training programme formulation, design and implementation, and scientific research capacity. The capacity of visiting lecturers in developing, designing, and implementing training programmes is demonstrated through teaching, guiding, and marking university degree dissertations; participating in the development of training plans, contents, and programmes; participating in the innovation of teaching methods, methods of testing, and evaluating students' learning and training results; preside over or participate in compiling training books; participate in international cooperation activities and ensure the quality of higher education. The faculty's scientific research capacity is

demonstrated by organising and participating in scientific research activities; write and participate in scientific reports at scientific conferences and seminars, and implementing technology transfer activities for production facilities. The department conducts a meeting to assess the capacity of the lecturers before proposing the University invite visiting lecturers.

Table 14 Visiting lecturers of National Economics University

Classify	2019	2020	2021	2022
Professor	0	1	1	2
Associate Professor	5	15	30	34
Doctor	23	48	59	41
Master	57	97	100	63

Human resources

The support staff at National Economics University are planned, recruited, and trained according to the requirements of each job position to serve training activities. The organisation and evaluation of public employees are carried out regularly. At the same time, with the University's support policies, including encouragement and reward and regular training and retraining activities, the staff has actively improved their service capacity to meet the needs of customers' training demand, scientific research, and community service, contributing to the overall development of the University.

In order to meet the sufficient quantity and quality assurance of staff to meet the needs of training, scientific research, and community service activities, the University has guided the construction of job positions for employees and administrative officers. The information about the amount of work done by each job position in all units in the University is described as a basis for determining the number of people needed. In which the support staff for two extensive activities, Training and Scientific Research, are arranged in units according to functions and tasks.

As of December 31, 2022, the university staff in training support units, libraries, information technology systems, and other support services is 366 people (see Table 15). The University has also supported time and money for staff to improve their professional qualifications, work experience, and professional knowledge and organised general refresher courses.

Table 15 Number of officer and lecturers in period 2018-2022

	2018		2019		2020		2021		2022	
	officer	lecturer	of-ficer	lecturer	of-ficer	lecturer	of-ficer	lecturer	of-ficer	lecturer
Professors	0	16	0	17	0	15	0	16	0	17
Assoc. Professors	0	131	0	117	0	109	0	106	0	106
Ph.D.	12	200	11	212	16	227	21	246	24	267
Master	136	414	140	390	137	364	140	330	173	298
Bachelor	183	15	166	11	155	7	141	6	113	6
Others	80	0	75	0	62	0	58	0	56	0
Total	411	776	392	747	370	722	360	704	366	694

Faculty, department, and unit evaluate members yearly. Each faculty member prepares a self-evaluation based upon guidelines and a recording form approved by the relevant unit. This self-evaluation is given to a unit management team for review. The management team verifies the results claimed by the faculty member and prepares an evaluation, which the dean reviews. For the evaluations of the university management, the faculty member must sign the team, and the faculty member can attach an explanatory note and/or supporting documents.

The Annual Staff Performance Evaluation is a quality assurance tool for non-academic staff. It has the objective to estimate the extent to which each staff meets performance requirements, identify the necessity for professional training, and determine appropriate action according to performance. Staff performance is assessed with parameters such as complexity of tasks, scope and nature of impacts of their performance to the University, and client satisfaction with the service. The results are recorded in the Staff Evaluation Form to be signed by both staff and evaluators and submitted to the NEU's Personnel Organization Department. As a response to the evaluation, the following actions are possible: transfer of an employee to another position in case of unsatisfactory outcomes for two years in a row, financial rewards for excellent performance, training and development plans for staff.

In addition, the University arranges and sends its administration and teaching staff to train and retrain at home and abroad. For example, the University also cooperated with the Academy of Education Management to organise a training course on State management knowledge for 137 people; cooperated with the Hanoi Normal University (Vietnam) to organise a refresher course according to the professional title standards of main lecturers (class II) for 204 people and a refresher course according to the standards of professional titles of senior lecturers (class I) for 161 people or provided a CPA Australia certification training through the Association of Certified Public Accountants of Australia (CPA Australia).

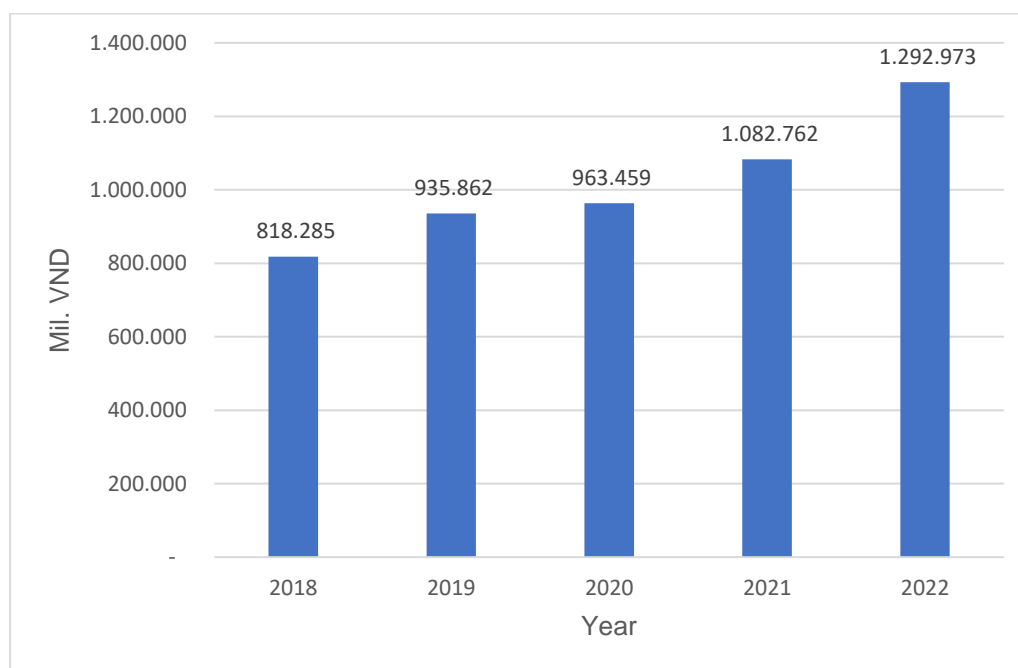
Financing

NEU is a non-profit public university that relies on the tuitions and fees of its students. However, the National Economics University is assigned a financial autonomy mechanism.³⁶ From 2018 to 2022, the University's total revenue has continuously increased (from 818 billion VND to nearly 1,300 billion VND³⁷).

³⁶ According to Decision No. 386/QĐ-ĐHKTTQĐ dated June 24, 2022 of the Rector on approval of the National Economics University's autonomy project and Decision 368/QĐ-TTg dated March 17, 2015 of the Prime Minister approving the pilot project to renovate the operation mechanism of the National Economics University in the period 2015 – 2017.

³⁷ approx. 30.516.717,00 Euro - 48.487,21 Euro.

Figure 6 Total revenue of National Economics University

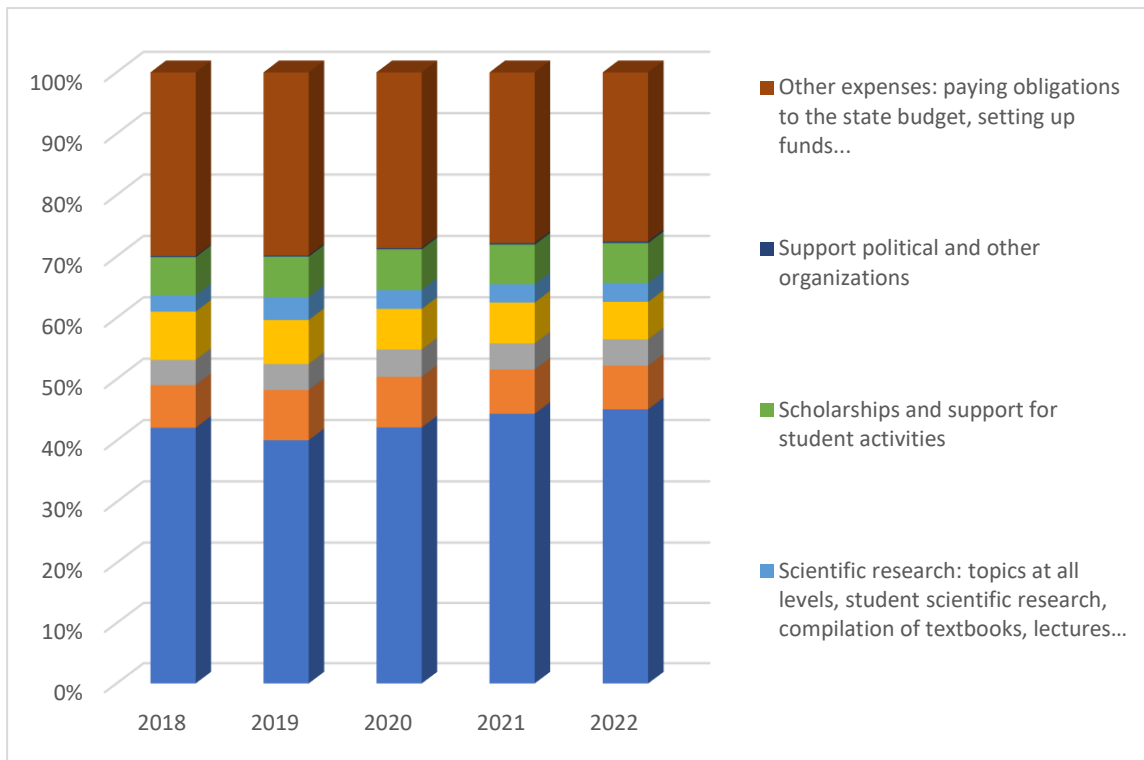


The University's main source of revenue is tuition and fees (more than 73 % of total revenue); more than 19 % comes from service activities (joint training, production and business, services); and around 4.2 % - 1.8 % comes from government funding allocations. With this source of revenue, the University ensures recurrent expenditures by accumulating over 25 % of total revenue, paying obligations to the state budget and setting aside funds.

The Vice President for Finance monitors the budgeting process at the institutional level. Top administrators, mid-level managers, and faculty members are major stakeholders in the budget planning process. The budget plan is reviewed and approved by the budget committee and the President's Cabinet and submitted to the Board of Trustees for critical assessment. In addition, the University also regularly revises and updates internal regulations on revenue and expenditure in the direction of increasing spending norms for employees to ensure a gradual increase in employees' income.

In 2022, the total expenditures for employees such as wages, allowances, deductions according to salary, additional income, welfare, fees for teaching, examination, and marking will increase by 8.2 % compared to 2010, accounting for 44.2 % of the total expenditure structure of the whole University. Total investment spending in 2021 will increase by 3.6 % compared to 2020. The University's revenues and expenditures are made following the State's regulations, disclosed at the Annual General Meeting of Officials and Employees, published in three public reports according with regulations, and the final settlement is approved annually. The incurred expenses are controlled according to the work plan and annual budget estimates assigned to the units, and payments are made through the State Treasury.

Figure 7 Spending structure of National Economics University



Appraisal „Resources“:

Since an online conference was conducted, the panel did not have the opportunity to visit the University’s building and facilities. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured regarding the capacities for teaching, research, studies, and administration as well as the available rooms and facilities. In addition, universities in Vietnam generally have to submit an operational plan on the capacities (e.g. in terms of teaching staff and facilities and IT) to the Ministry of Education and Training (MOET) in order to obtain permission to accept a certain student quota and ensure appropriate facilities for students.

The panel is convinced that the qualifications of both the full-time and the part-time academic staff correspond to the requirements of study, teaching, and research. With regard to NEU’s strategy and research orientation, the University should consider the number of professors compared to international standards. Although the number corresponds to the specified national standards, the number of full-time professors could be further increased in line with the University’s vision of being one of the top 100 universities in Asia in the area of research. The panel therefore **recommends** reviewing the number of professors with regard to the University’s strategic goals and aiming for a higher number of professors.

The human resources in the different areas of performance allow for an adequate fulfilment of tasks. The University provides its staff with various domestic and international training programmes and uses annual staff performance evaluations, for example, to determine the need for further professional training.

Given NEU's financial resources, which are mainly financed by tuition fees, but also by different service activities and grants, and based on the information provided, the panel considers that the financing of all performance areas is provided and secured to the necessary extent.

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	Fails to Meet the Quality Re-quirements
VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	

VII. Publication / Public

Competencies and responsibilities

NEU's Statute of Organization and Management defines all NEU regulations, operation and organisation for all units and academic and non-academic departments at NEU. The newest Statute of Organisation and Management was issued in 2022 and circulated internally. The statute's content covers fully NEU's regulations related to laws, missions, vision, core values, organisational structure, the responsibilities, rights and obligations of NEU Council, Party Committee, NEU board of management, staffs, lecturers, students, researchers, working policies, financial and property management, the regulation of training and learning, reporting regime, accountability, and the inspection and supervision mechanism; together with the regulations of testing and quality assurance, and other educational activities.

NEU implements the decentralisation of managing operational fields. The responsibilities, obligations, rights of NEU President, Vice Presidents are defined clearly in the Statute of Organization and Management. Especially, the rights of control and task assignment are regulated obviously and fully that helps NEU Board of Management, NEU Council and Party Committee improve their management and administration's effectiveness and efficiency.

NEU issued the Regulation on Educational Quality Assurance³⁸. This regulation is the foundation stipulating all functions, responsibilities, targets, system, obligation of all educational quality assurance and relevant parties. Especially, the regulation stipulates the activities of educational quality assurance such as the quality assurance of admission, curriculum, teaching and learning activities, learner evaluation, service for learners, short-term training, research, intellectual property management, community connection.

In order to announce its regulations and the control and quality assurance system to the public, NEU uses different ways. The methods of communication were stipulated in Articles on speaking and providing information to the press in 2011 and updated on provisional regulations on NEU internal communication in 2017 and on provisional regulations on administrating the operation of social media such as the Group of NEU staff and the Group of information for NEU students on Facebook in 2019.

Decision-making competencies in the control and quality assurance system as well as competencies and responsibilities in the areas of studies and teaching, research and services are specified in legal documents. Legal documents are NEU policies, regulations, directions of NEU Board of Management, announcements, and plans for all activities at NEU. Legal documents have been passed on to NEU's members, and its stakeholders in internal channels by sending these documents directly to NEU staffs or e-office channel, or at the internal meetings.

Documentation on "student life cycle"

Based on MOET regulations, NEU promulgated regulations on training and management at Bachelor, Master and PhD levels.³⁹ These Statutes specify all the activities related to the student life cycle.

³⁸ Regulations on Educational Quality Assurance issued under Decision No. 1329/QĐ-ĐHKQTĐ dated 19th July 2021 by NEU President.

³⁹ Decision No.1155/QĐ-ĐHKQTĐ dated on 28 June 2021 by NEU President on the regulation on undergraduate training [97], Decision No. 1505/QĐ-ĐHKQTĐ dated on 28 December 2021 by NEU President on the regulation

Every year, NEU issues a new announcement of admissions regulations for Bachelor programmes based on the updated regulations of MOET. For postgraduate programmes, these regulations are documented in the equivalent statute. The Statute clearly defines the process of admission, students' responsibilities, obligation, training process, information related to teaching plan, tuition fee, NEU policies for students, the samples of compulsory documents during student life cycle. In addition, the procedure of course registration, rules in study, testing and assessments, learner evaluation, credit and grade transferring, warnings; conditions for temporary leave and retention of study results, re-acquisition after temporary leave or school withdrawal; disciplinary actions are stipulated on the statute. Annually, electronic documents as well as hard copy of student handbook and other legal documents on NEU admissions information and academic regulations are updated that helps learners be easier to follow up and implement rightly after entering NEU.

NEU has developed annual plans for all management, training, teaching and support activities for students throughout the process from pre-student through student to alumni stages of student life cycle. Implementation plans, events, information for students are regularly posted on NEU portals (<https://neu.edu.vn/>, <https://tuyensinh.neu.edu.vn/>, <https://sdh.neu.edu.vn/>), social networking platforms, through lecturers, academic advisors, offline and online events to help students access information in the fastest and most effective manner. This information is brought to students through the communication channels both directly and indirectly, through websites, newspapers, social networks.

Advice and information

Depending on each audience, NEU has applied different ways to circulate the information efficiently.

Prospective learners at NEU are divided into three groups. The first group is students at high schools who will be future Bachelor students at NEU. The second group is NEU graduated students who will apply for NEU's Master or PhD programmes. The last one are students with a major in Economics and Business from other universities.

Firstly, NEU uses the system of its official website, sub-websites, specific website for admission, and its official social media (<https://www.facebook.com/ktqdNEU>, <https://www.facebook.com/tvtsneu>). Annually the announcement of admissions regulation (including programmes, disciplines, enrolment methods, and enrolment targets for each discipline) are posted on its website system. NEU often organises enrolment livestreams on its Facebook fanpage⁴⁰ (<https://www.facebook.com/ktqdNEU>). In these livestreams, NEU's leaders will provide information to support prospective students with their application to the University. Fanpage⁴¹ (<https://www.facebook.com/tvtsneu>) is an information channel operated by the University's Admissions Advisory Board, which provides enrolment information to potential candidates, and answers all questions of the candidates.

Secondly, NEU publishes enrolment publication in both hard copy and electronic format such as "Enrollment information book", "NEU Brochure", leaflets for introducing specific disciplines and educational programmes of faculties and schools. These publications are sent directly to prospective students through their high schools, at public enrolment consulting festivals, and at NEU. The electronic versions are published on the NEU's websites, the secondary websites of faculties and schools and on other social network platforms.

on graduate admission and training and Decision No.629/QĐ-ĐHKTQD dated on 31 August 2021 by NEU President on the regulation on PhD admission and training.

⁴⁰ Called NEU-Đại học Kinh tế Quốc dân.

⁴¹ named "Tư vấn tuyển sinh chính quy - Trường Đại học Kinh tế Quốc dân".

Thirdly, NEU regularly organises direct enrolment consulting activities providing information to prospective students at many different locations.

With these activities, prospective students will receive advice and information from a team of consultants who are lecturers and members of the Board of enrolment consultants. Orientation activities also have the participation of students from the University. The experiences from NEU on-going students will be shared with high school students. High school students could visit the campus, facilities, and information such as dormitories, clubs' activities, tuition fees, financial aid policies, scholarship opportunities as well as job and other opportunities after graduation will be provided to them.

For prospective international students (mainly students from Laos and Cambodia), the admission information is sent by the NEU Department of International Cooperation to potential international candidates through the Embassy of Laos and Cambodia. In addition, NEU also organises direct enrolment counselling sessions at T78 Friendship schools, at Vietnam - Laos educational forums. The website www.phonghtqt.neu.edu.vn, www.en/neu.edu.vn and Facebook group "NEU international students" are information channels for international students to access regular information.

In addition, NEU often disseminates the admission information on newspapers, television.

For potential partners

NEU often holds meetings to discuss cooperation opportunities before signing an MOU or MOA with future organisations. Potential partners may collect NEU information and brief news through NEU's website and other promotional materials. In addition, NEU also receives support from the Ministry of Education and Training, People's Committee of provinces and cities, Embassies, NEU's Alumni, to expand cooperation with domestic enterprises as well as international organisations. NEU also actively organises events such as national and international seminars, conferences to connect with potential partners. NEU regularly sends the updated news and information on activities and developments to existing partners via email. Moreover, NEU actively participates in other seminars, conferences hosted by NEU partners and Ministries to enhance and expand its collaboration relationships with current and new partners.

Public Relations

For NEU members

Information is provided for all staff, lecturers, and employees by an internal system, including email, e-office and NEU's website. Accounts accessing the information system and using the University's services and utilities are provided to each staff and lecturer. These email addresses and accounts are also used for online teaching through the platforms of LMS, MS.Team. Information about the University's regimes, policies, and events are notified to all staff and lecturers through these accounts.

NEU also has an electronic information system located in public places in the campus to provide timely information to officials, employees and learners. The number of electronic information boards are 24 pieces, two electronic banners, six LED screens placed around the campus, where it can show all essential information. Announcements, information, and events of the University are posted on these electronic bulletin board systems.

In addition, all announcements, plans, schedules, policies, regulations are sent to NEU staff and lecturers by hard copies of legal documents through each department, faculty and school. The Heads of departments, faculties, and schools will announce to their staff information on their internal meeting or discussion. Annually, NEU organises such internal meetings or conferences as Staff Conference, Academic Year-End Conference, Annual Work Deployment Conference to discuss its work plan for a year and announce to all staff important decisions as well as strategies and NEU development plans developed by the Board of Management.

NEU Department of Communication oversees circulating the internal communication activities and informs NEU's latest regulations, announcement, news to the NEU employees and students. The Department of Communication is responsible for internal and external communication work at NEU and manage NEU official websites as well as fan pages.

For students, besides the online communication channels used for delivering the information about the NEU activities, NEU also has a Student Handbook and organises the annual competitions, training sessions, conferences, workshops, Civic Education Weeks for students.

Since 2019, NEU staffs and lecturers' account can access the NEU apps to update NEU news, announcements and schedule.

External stakeholders

External stakeholders at NEU are defined as NEU alumni, the member of NEU Council who do not work at NEU, parents, the MOET and relevant governmental agencies and employers. NEU uses its website and sub-websites of each department, faculty, school, and center to publish a public report.⁴² NEU has the monthly, quarterly and yearly report regime. The monthly and quarterly report were posted on internal channel on the websites and the yearly reports were published on the website. In addition, NEU submits a quarterly and yearly report to MOET.

NEU often organises conferences, workshops, seminars for stakeholders and staffs with the participation of press agencies and TV stations representatives. The University also regularly organises press conferences, sends press releases to publicise the official information of the University to society.

NEU often circulate its information on websites and social media such as Facebook, e-newspapers, and television. The information on these channels is published depending on the campaign of each period (admission campaign, NEU new strategy).

Results of Quality Management

NEU is following quality standards set up by MOET and at the same time following the international standards/models set up by Asean-University Network Quality Assurance as well as learning from framework of other European and American standards. NEU's quality assurance strategy is determined in the University's Strategic Development Plan 2017-2020 and 2021-2030 and published on websites and in the annual staff meetings. Similarly, NEU has also developed and communicated the plan of University Quality Assurance for a five-year period to all NEU members including staff, lecturers, students, graduates and stakeholders. These

⁴² according to Circular 36/2017/TT-BGDĐT dated December 28, 2017 by the Minister of MOET(<https://neu.edu.vn/vi/ba-cong-khai>), (<https://phongtonghop.neu.edu.vn/>).

tasks are implemented sequentially, and official dispatches are sent to the functional departments, faculties and schools via e-office, and the hard copies are sent to each unit for dissemination to staff and students at NEU. Through consultation meetings at each unit, comments are discussed at the Annual staff meetings and the results were publicly announced on NEU's websites.

The strategy of "Implementing International Accreditation and Ranking" has been written in the University's Development Strategy in the period of 2021- 2030 and announced at NEU's website. The Regulations, processes, as well as measures for quality assurance of education to concretize the Quality Assurance Strategy are also fully communicated to NEU members through Annual Meetings for Assigning Yearly Plans and announcements on websites. The meetings are often organised at the beginning of each academic year. At the meeting, the detailed and specific implementation plan, budget and responsible units are assigned and publicly announced to all leaders of units. After that, the head of each department will inform to their staff. In addition, NEU also continuously organises seminars and training sessions on measures of quality assurance as well as disseminates to NEU members the content of accreditation standards.

In order to establish a "culture of quality assurance" at NEU, besides announcing strategies and implementation plans periodically and in each academic year, regulations and regulations on inspection and assessment of individual quality assurance is also disseminated, informed to and consulted by all NEU members. At the end of each academic year, NEU requires all departments, faculties and schools to evaluate their performance and their staff for KPI achievement in the year. After that, the responsible departments of evaluation will organise a meeting for the Council of evaluation to assess the result of self-evaluated report of each department, faculty and school. After the consultation period, the results are widely communicated on NEU's internal channel and inform by a decision sent to each department, faculty and school.

With the training programmes, every two years, NEU reviews, evaluates and updates its training programs. Results are published on NEU's website, and the decisions and updated curricula are sent to departments, faculties and schools.

One of the highlights and important points of communicating the results of NEU's quality management to its members is that before, during and after the institution accreditation or programme accreditation, NEU also organises communication campaigns and use all possible communication channels (e-mail, portals, social networks, newspapers) to inform and report to NEU members, and its stakeholders.

Appraisal „Publication / Public“:

The panel notes that NEU sets out its competences and responsibilities and its control systems very clearly in writing and regulates them accordingly.

However, the panel considers it advisable to introduce more comprehensive process documentation and/or workflow documentation which would lead to greater transparency. NEU's different processes and corresponding function and role holders could thus be communicated more clearly both externally and within the University, especially as the different processes are anchored in many different regulations. For example, graphical representations and process

flow charts could be used and the responsibilities for those involved in the process could be visualised more clearly. The panel therefore **recommends** using graphical charts as well as process flow diagrams (for example in the quality manual).

Regulations regarding the “student life cycle” are defined and published. Information on this can be found on the homepage and in the student handbook. Additional measures such as an orientation week for first-semester students are used as additional support.

NEU has established suitable service offers to ensure that prospective students and potential cooperation partners are provided with advice and information. The expert panel concluded that NEU ensures consulting for prospective students. In addition, the University guarantees instant support not only for prospective students, but also for cooperation partners through various communication channels such as Facebook or various websites, which the panel emphasises with praise. However, as NEU also states that it is targeting international students (see chapter I), these various support and information services should also be available in English.

The University ensures that external stakeholders and the public are regularly informed about the NEU's activities and has a dedicated communications department for this purpose. In addition, NEU works closely with the government and provides and works on many different consultancy services and projects with companies. NEU thus demonstrates its active work and network communication, especially with external stakeholders.

In principle, the University informs its members in an appropriate manner about quality management measures and results. Annually, the University publishes its Quality Management report on its website and also submits it to the Ministry of Education MOET (which is a national guideline). However, the panel would like to see the evaluation results with students communicated more proactively to show students more clearly what is being done with their results. The panel therefore **recommends** considering a concrete process for actively discussing the evaluation results and the quality assurance measures to be derived from them with the students.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) Documentation “student life cycle“			X	
(3) Advise and information			X	
(4) Public relations		X		
(5) Results of quality management			X	

Quality Profile

National Economics University (NEU), Vietnam

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	Fails to Meet the Quality Re-quirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X	
(5) Strategic Objectives			X	
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities			X	
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instru-ments			X	
(6) Escalation Management			X	
(7) Participation			X	
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching		X		
(4) Quality assurance			X	
(5) Cooperation			X	
IV. RESEARCH				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation		X		
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of ser- vices			X	
Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	Fails to Meet the Quality Requirements

VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	
VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) Documentation "student life cycle"			X	
(3) Advise and information			X	
(4) Public relations		X		
(5) Results of quality management			X	

Annex

Figure 8 Annex 1: NEU's organisational chart

