

**MINISTRY OF EDUCATION & TRAINING  
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**LE THANH TAM**

**SCIENTIFIC BASIS ON MANAGING UNIVERSITIES UNDER  
THE MINISTRY OF INDUSTRY AND TRADE TOWARDS  
AUTONOMY AND SOCIAL RESPONSIBILITY**

**Specialization: Education Management**

**Code: 62.14.01.14**

**A SUMMARY OF THE DOCTORAL DISSERTATION OF  
SCIENCE AND EDUCATION**

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**Ha Noi - 2014**

## **INTRODUCTION**

### **1. REASON FOR THE CHOICE OF TITLE**

In the context of globalization and international integration of higher education in Vietnam, autonomy and social responsibility of the higher education institutions become more urgent than ever, which is the mode of operation critical for the success or failure of the higher education innovation in Vietnam.

Therefore, to quickly meet the requirements of the country in training highly qualified human resources to serve the social and economic development of the country, the higher education in our country must continue to innovate basically, comprehensively and powerfully, in which the requirement to innovate the management of universities is an urgent requirement.

Ministry of Industry and Trade now manage 51 educational institutions; including 8 public universities, many new universities were established on the basis of upgrading from college. According to Decree No. 43/2006 / ND-CP of the Government, the universities under the Ministry of Industry and Trade has been given the autonomy in three areas: organization, personnel, finance; however, in practice the autonomy of these universities is still low; decentralization is not coupled with the improvement in building appropriate management. The execution of autonomy is not fully aligned with obligation and social responsibility.

In order that the universities under the Ministry of Industry and Trade perform well their tasks and functions of training skilled manpower and doing scientific research to meet the requirements of construction and development requirement of the economic sectors and the country, it is necessary to look for solutions to perform the management based on theory and practice of autonomy and social responsibility. That is the main reason that the researcher choose to study the issue of "scientific basis on managing universities under the Ministry of Industry and Trade towards autonomy and social responsibility " as the research title.

### **2. PURPOSE OF THE STUDY**

Study the scientific basis and propose solutions to the management of the universities under the Ministry of Industry and Trade towards autonomy and social responsibility.

### **3. SUBJECT AND OBJECT OF THE STUDY**

- Object of study: Management of the universities under the Ministry of Industry and Trade.

- Subject of study: The management of universities under the Ministry of Industry and Trade towards autonomy and social responsibility.

### **4. SCIENTIFIC THEORY**

The implementation of autonomy and social responsibility in the management of universities is a key element to enable the institutions to best meet the new demands being placed out for each university. However, the perception on autonomy and social responsibility or on the implementation of autonomy and social responsibility of higher education institutions are very different in our country; if the content and the degree of autonomy, as well as the content of social responsibility and basic conditions for the implementation of autonomy and social responsibility in the management of higher education institutions are specified, the process of implementing autonomy and social responsibility in the university will have a scientific basis with more feasibility.

The management of universities of the Ministry of Industry and Trade towards autonomy and social responsibility still limited, the degree of autonomy and capacity to implement social responsibility is till low, greatly preventing the development of each university; If the proposed solutions to better management of autonomy and social responsibility will help to improve the quality and effectiveness of training, and this directly meet the urgent requirements of learners, enterprises and economic development of the sector and social economic development of the community that it serves.

### **5. TASKS OF THE STUDY**

- Establish a theoretical basis for the management of the universities under the management of the Ministry of Industry and Trade and the Ministry of Education and Training towards implementing autonomy and social responsibility

- Survey, analysis and assess the situation of management toward implementing autonomy and social responsibility of some universities under the Ministry of Industry and Trade - The universities were controlled in accordance with the method of parallel management of two universities (the Ministry in charge and the Ministry of Education & Training).

- Propose solutions in order to implement the management of the universities of the Ministry of Industry and Trade towards autonomy and social responsibility.

- Survey the urgency and feasibility of proposed solutions; test the proposed solutions

## **6. SCOPE OF THE STUDY**

Due to limited conditions, the study focused on 4 out of 8 public universities under the Ministry of Industry and Trade: Hanoi University of Industry, Viet Tri University of Industry, Viet – Hung Industrial University, Red Star University, and tested the solution "Diversifying the revenue on the basis of promoting the activeness and creativity of the individuals and divisions in the university" at Viet Tri University of Industry.

## **7. APPROACH AND METHODOLOGY**

### **7.1. Approach**

To accomplish the objectives of the study, the Thesis uses the following approach: The approach of dialectical materialism, system approach, synthetic approach, change management approach.

### **7.2. Specific research methods**

To accomplish the objective of the research, the Thesis used the following research methods: Method of theoretical study, method of practical study and other complementary methods.

## **8. DEFENCE POINTS**

Point 1: The autonomy of universities is coupled with social responsibility. University management towards self-reliance and social responsibility related to basic aspects: Capacity of managers at all levels of the university; university council and organizational structure, management processes; quality assurance system inside; publicity; cultural autonomy and social responsibility of each university

Point 2: The management of the Ministry of Industry and Trade in particular and universities under management of two ministries in general towards autonomy and social responsibility has typical features: the mechanism for coordination / management coordination between the Ministry in charge (Ministry of Industry and Trade) and the Ministry of Education and Training is not yet fair: The issue of professional guidance and implementation conditions; the issue of human needs and training criteria; matter of opinion and deployment of decentralizing autonomy and social responsibility of the two ministries toward universities have not been uniform; Most of the universities under the Ministry in charge themselves were upgraded from colleges, so the capacity of autonomy and implementation of social responsibility is low; The investment of resources for the management of university towards autonomy and social responsibility of the Ministry in charge has gained more attention, but still low compared to the actual requirements.

Point 3: The measures implemented to manage universities under the Ministry of Industry towards autonomy and social responsibility that the thesis proposed are effective and take into account the specific factors of the universities under parallel management of two universities: Form a correct perception on the management toward autonomy and social responsibility, forming management skills towards autonomy and social responsibility; building an environment of management culture towards autonomy and social responsibility.

## **9. NEW CONTRIBUTIONS OF THE DISSERTATION**

- Systematize the theoretical problems of university management towards autonomy and social responsibility; on that basis, propose basic contents of university management towards autonomy and social responsibility.

- Give the status of university management of the Ministry of Industry and Trade towards autonomy and social responsibility.

- Propose a system of management solutions to implement autonomy and social responsibility of universities under the Ministry of Industry and Trade

## **10. STRUCTURE OF THE DISSERTATION**

Besides the introduction, conclusion and recommendations, list of references and a list of published scientific works related to the dissertation, the dissertation consists of three chapters.

Chapter 1: Rationale for managing universities under the Ministry in charge towards autonomy and social responsibility.

Chapter 2. Factual basis on the management of universities under the Ministry in charge towards autonomy and social responsibility

Chapter 3. The measures to implement the management of universities under the Ministry of Industry and Trade towards autonomy and social responsibility.

# **Chapter 1. RATIONALE FOR THE MANAGEMENT OF UNIVERSITIES UNDER THE MINISTRY IN CHARGE TOWARDS AUTONOMY AND SOCIAL RESPONSIBILITY.**

## **1.1. AN OVERVIEW OF THE HISTORY TO STUDY THE ISSUES**

### **1.1.1. Study outside the country**

An overview of the research works on autonomy and social responsibility in the world

- In fact, the universities in the world were given autonomy quite early in accordance with university management rules. The principle of autonomy of Wilhelm von Humboldt was formed in 1810 with the premise of the principle of freedom to teach and freedom to learn. University autonomy should be under no government intervention.

- Education commission 1964 -1966 pointed out that the issue of academic freedom for teachers was an urgent requirement to the environment development, respect for knowledge and capacity

- Salmi, J. (2009) stated that: "The concept, nature and content of autonomy is clearly defined, all educational institutions are able to perform." Autonomy create a favorable management environment, hence develop academic freedom, focus on human resource and mobilize financial resources.

- University autonomy in countries around the world is full autonomy consisting of four key issues: (i) Organisational Autonomy, (ii) Financial autonomy, (iii) staffing autonomy, (iv) Academic autonomy (EUA, 2012). Execution of autonomy and social responsibility is two sides of an issue always together hand in hand. These are two very important principles, coherent, parallel and inseparable because if social responsibility and accountability without autonomy to execute will lead to bound constraints, vice versa if autonomy without social responsibility will lead to disorganization.

- A number of studies have covered the issue of autonomy and social responsibility in Vietnam such as Hayden and Thiep (2006, 2007) in "A 2020 Vision for Vietnam" and "Institutional Autonomy for HE in Vietnam" said the innovation of higher education in Vietnam is associated with the innovation of management and guarantee of autonomy for universities.

### **1.1.2. Study in the country**

The research done by many authors since the application of university management towards autonomy and social responsibility focuses on five key issues: Learning experience in self-management and social responsibility in countries around the world such as USA, Japan, China, Singapore ..; the establishment of university councils in public universities; Study the rationale for management decentralization and university management towards autonomy and social responsibility, assessing the implementation of financial autonomy of some major

universities, proposing effective measures to implement the autonomy and social responsibility in the management of universities. Besides the scientific work with in-depth study on the issue of autonomy and social responsibility, many articles, journals, presentations at the conference also discussed this content

## **1.2. HIGHER EDUCATION AND UNIVERSITY MANAGEMENT**

### **1.2.1. The role of higher education**

- University education contributes to develop human resources, alleviate poverty, expand the adaptability of human resources needs with the labor market and create social justice.

### **1.2.2. Universities and Management of Universities**

University is an institution of teaching and doing scientific research, including faculties, departments, research centers and has the permission to grant the bachelor's, master's and doctoral degrees. The Education Act in 2005 specifically stipulated regulations for universities

Analyzing some concepts of management operations and education management, university management under different angles; management role of leaders and managers of the universities.

### **1.2.3. Autonomy and social responsibility are characteristics of a university**

Practice and research of the World Bank, the Asian Development Bank and Development Program of the United Nations have demonstrated that a hierarchy of education management in general or university management in particular wants run well and effectively, it has to bring the main features such as: Responsiveness, accountability, the participations, explicitness and autonomy of the implementation level (university level). In addition to the above characteristics, effective university management should have the following characteristics: *The consensus; Fairness; The effectiveness and efficiency; and The strategic vision.*

## **1.3. AUTONOMY AND SOCIAL RESPONSIBILITY OF THE UNIVERSITY IN MANAGEMENT DECENTRALIZATION**

### **1.3.1. Decentralization of higher education**

#### *1.3.1.1. The concept of management decentralization, forms of decentralization*

- Analysis of some of the concepts of decentralization at different angles;  
- According to Hanson (1998) management decentralization is divided under the following forms: Deconcentration; Devolution; Delegation; Privatization.

### *1.3.1.2. Decentralization of higher education*

The application of the general concept of decentralization and decentralization of higher education involves the transfer of powers and responsibilities from the central government to universities (including public and private ones). The State changes from giving command via command plans and controlling into oriented plan and monitoring. This is the most important content in the decentralization of higher education in our country in terms of both theoretical and practical sides.

### **1.3.2. Autonomy of universities and the main contents**

#### *1.3.2.1. The concept of Autonomy and autonomy of universities*

Autonomy is a broad concept, which includes many different aspects depending on the circumstances and conditions, the level of awareness, the development level of each country and each university where this concept is generalized into theory and has different mode of practice. Autonomy a system of tightly structured solutions, aiming to improve the educational environment to enhance the quality of teaching and learning.

Through study on autonomy, the dissertation claimed that: autonomy of institutions of higher education is the power of management and giving decision of the educational institutions on all aspects: Organizations, personnel, finance, training, scientific research, international cooperation, academic affairs, including academic autonomy and financial autonomy, which are two important issues contributing to the effective operation; Academic autonomy is the nature of higher education, without academic autonomy, it is difficult to perform the role of an institution of higher education which is "*Transmit culture, create new knowledge, and pursue the truth through teaching, learning and research*"; without financial resources, the field of autonomy will be difficult to implement effectively.

### **1.3.3. Social responsibility of universities and the main contents**

#### *1.3.3.1. The concept of social responsibility*

There are many approaches to the concept of "social responsibility", but it can be generally understood as: the university can self-evaluate and self - supervise the implementation of the provisions stipulated by the State, by the university itself publically and explicitly, it is willing to explain the management operation of the university to stakeholders and is responsible for the results of its operations

#### *1.3.3.2. The nature of social responsibility*

Social responsibility is the obligation to report on the management and operation results, interpret the implementation results and admit responsibility for all the unwanted results of the university with stakeholders.



#### *1.3.3.3. The content of social responsibility for universities*

Social responsibility of a university is expressed in terms of : Responsible to whom ( to learners, to society, to the state and higher levels, to the university itself ), responsible for what and how ( open in operations management, academic training quality and finance )

#### **1.3.4. The relationship between autonomy and social responsibility of universities**

Great views of Pham Phu: Autonomy must be "traded-off" with more social responsibility. Social responsibility of a university is to respond to three questions: With whom? What content? And how?

Autonomy and social responsibility are two sides of the same coin. Autonomy does not mean that there is no accountability, universities must be responsible to the State, the law, itself, its teachers, its students and the society for all activities of the university. High autonomy mismatch responsibility will lead to the risk of abusing authority violating the law.

#### **1.3.5. Factors of policy, economics and society affect the autonomy and social responsibility of universities**

##### *1.3.5.1. Guidelines and policies of the State*

The State's intervention in the operation of the university is the indirect intervention: The State builds the development direction for higher education, through constructing a system of goals, steps and solutions oriented for the universities; building the system of legal documents so that the universities know what they can and can not do in the field of higher education; building a system of policies and enforcement tools to the fields of autonomy; organizing the universities to implement, regulate, inspect, monitor and evaluate; building the self-responsibility mechanisms of the universities. The State needs to build the self-responsibility mechanism through a specific legal "frame" to help the universities get rights to decide all matters but if passing them, will violate the law.

##### *1.3.5.2. Management model of State for universities*

University management towards autonomy and social responsibility can achieve its objectives or not will depend on many factors, including factors of management model of the State to higher education institutions, the dissertation mentioned some models of management of a number of countries around the world and in Vietnam.

##### *1.3.5.3. Social - economic conditions of the sectors and regions where the university is located and serves.*

Currently, in our country as well as in many countries, the State budget for higher education only partially meets the financial needs for the development of the universities.

So, raising non-state fund resources through service contracts, scientific research, and staffing needs ... are a very important factor in effective implementation of autonomy and social responsibility.

### **1.3.6. Contents of the university management to ensure implementation of the autonomy and social responsibility**

The conditions within the University to ensure the implementation of autonomy and social responsibility used in this dissertation include the following basic contents:

- Capacity of the managers at all levels of the university;
- Establishing and operating the University council; management procedures;
- Establishing and deploying the system of internal quality assurance;
- Establishing, maintaining and developing the culture of autonomy and social responsibility in the university.

## **1.4. CHARACTERISTICS OF MANAGING UNIVERSITIES (UNDER CHARGE OF MINISTRIES) TOWARD AUTONOMY AND SOCIAL RESPONSIBILITY**

### **1.4.1. Management of the State to the universities under charge of ministries**

Management in charge for the universities is also recognized in the Charter of universities. Pursuant to Circular No. 18/ 2004 / TT - BGDDT dated 21/6/2004, organism in charge "means the organism directly managing the universities on planning , scheduling , organizing , staffing , giving training plan, providing annual State budget and managing financial assets . "

Ministry of Education and Training has responsibility and authority: Evaluating and allowing the opening of the educational sectors ; prescribing curriculum for the training program ; inspecting and examining the implementation of training regulations; approving enrolment criteria and careers of the universities ; verifying education quality...

In general, State management on training is under the Ministry of Education and Training, the other ministries and departments directly manage the organization, personnel and finance.

### **1.4.2. Management towards autonomy and social responsibility of universities under the ministries**

A university under a ministry is a university institution whose mission is to train highly qualified human resources from undergraduate to graduate level to serve the industry, and is the birthplace of knowledge in the field of management, the basis of scientific research in the areas under its management.

The management of the universities under ministries towards autonomy and social responsibility should focus on the four basic content as follows:

- Capacity of the managers at all levels of the university;
- Establishing and operating the University council;
- Establishing and deploying the system of internal quality assurance;
- Establishing, maintaining and developing the culture of autonomy and social responsibility in the university.

#### **1.4.3. The conditions to ensure the management of universities under the ministries towards autonomy and social responsibility**

To really ensure the management of universities under ministries towards autonomy and social responsibility, two following basic conditions are needed:

Firstly, the Ministries in charge and the Ministry of Education and Training are to build some "mission completing indexes" of the universities, inspect quality and audit finance independently, giving out the rules on reporting and explaining publicly ...

Secondly, in the case of universities: be fully equipped with the awareness of the meaning, the content, the need for management of university towards autonomy and social responsibility; build consensus and determination from members to the leaders of the university; establish the management staff at all levels of the university to meet the requirements of management in accordance with autonomy and social responsibility; there must be a "university council"; develop and implement quality assurance systems within the university to meet the management requirements toward autonomy and social responsibility; Establish, maintain and develop the culture of autonomy and social responsibility according to values of autonomy and social responsibility of each university.

## CONCLUSION OF CHAPTER 1

In terms of the relationship between the State and universities, the decentralization aims to increase the autonomy of universities and the autonomy is to be "traded-off" with more social responsibility.

The autonomy of higher education institutions which are mentioned by the dissertation includes four basic components: organizational, personnel, financial and academic autonomy, in which organizational autonomy and financial autonomy are considered important prerequisite capable of accomplishing all the other contents of autonomy.

Social responsibility of the university to the State, sponsors, students and their families, ones who use the products and services of the universities, faculty in the university and other related communities... includes complying with the commitment to society: ensuring training quality, effectively using resources, ensuring explicit information and open accountability reports to management levels and to the public. Social responsibility also indicated the responsibility of the head of the faculty and employees of the universities.

Guidelines and policies of the State; management model of the State to the universities; economic - social conditions of the sector, the region where the university is located and serves are external factors strongly affecting the autonomy and social responsibility of universities.

The conditions inside a university which ensure the implementation of the autonomy and social responsibility mentioned in the dissertation include basic contents: Capacity of managers at all levels of the universities; university council and administration; quality assurance system inside; cultural autonomy and social responsibility in universities. These contents formed the theoretical basis for assessing the situation and proposing the solutions.

## **Chapter 2. PRACTICAL BASIS ON MANAGING UNIVERSITIES UNDER THE MINISTRY TOWARDS AUTONOMY AND SOCIAL RESPONSIBILITY**

### **2.1. EXPERIENCE OF SOME COUNTRIES ON IMPLEMENTING THE AUTONOMY AND SOCIAL RESPONSIBILITY IN HIGHER EDUCATION MANAGEMENT**

#### **2.1.1. Experience of Singapore**

Singapore is a country with educational services of world class and with high autonomy which is shown in their policy: There are flexible compensation scheme based on international research achievements; rise in salary, bonuses and allowances especially for top talents; rise in wage and subsidies for faculties that offer high demand majors of the market; flexibility in funding scientific research by providing higher grants, provide infrastructure and the best study conditions; created science initiative for decentralization, good instructors teaching hours reduced to focus on scientific research.

Allow the initiative in decentralization for faculties, reduce teaching hours of good instructors to focus on scientific research

#### **2.1.2. Experience of Japan**

In Japan, the corporatization of universities to a number of criteria: the autonomy of universities, deliberate approach to the effective management, strengthen the supervision and monitoring from outside the school system; autonomy in personnel recruitment system; The evaluation of universities is done by a third party (State - university - community). Corporatization does not include the content related to developing education and research activities in the universities into businesses.

#### **2.1.3. Experience of America**

Clearly defining the important role of higher education, the government has prioritized investment in higher education. Mechanism of diversified financial management and clear decentralization. The universities are flexibility in teaching and research due to not be dominated by the heavy administrative procedures. The autonomy of the United States has created an environment which fosters the competition and encouragement in the spirit of scientific research, that is, dynamic, creative and innovative.

### **2.2. AN OVERVIEW OF THE UNIVERSITIES UNDER THE MINISTRY OF INDUSTRY & TRADE**

#### **2.2.1. The number of universities and the management mode of double ministries**

Pursuant to Decision No. 373 / QD-TTg dated 01/03/ 2013 by the Prime Minister, there are currently 08 public universities directly under the Ministry of Industry and Trade, including Ha Noi University of Industry; Ho Chi Minh University of Industry, University of

Economics - Industrial Engineering; Quang Ninh Industrial University; Viet - Hung Industrial University; Red Star University; Ho Chi Minh University of Food Industry, Viet Tri University of Industry; All 08 universities are under the the management of two ministries (Ministry of Education & Training, Ministry of Industry and Trade).

### **2.2.2. Teaching staff and managing cadres**

The quantity, quality and structure of the management cadres and direct teaching staff have been enhanced to meet the expanding scale and training quality. However, because most universities have been upgraded from colleges in recent years, there is a limit in terms of the quality of teaching faculty, the percentage of faculty with a doctoral degree is low, accounting for only 4, 4 %.

### **2.2.3. Training scale of universities**

- Training scale is larger and larger, the training types and methods are increasingly diverse; Viet Tri University of Industry, Ha Noi University of Industry; Red Star University; Red Star University; Viet - Hung Industrial University, in which Viet Tri University of Industry offers training at different levels of qualifications: University (10 majors), College (11 majors), Professional intermediate (8 majors), Vocational college (7 majors), Vocational intermediate (4 majors) and many other vocational training at the elementary level to meet social needs. Ha Noi University of Industry offers training at different levels of qualifications: Master (5 majors), University (23 majors), College (18 majors), Professional intermediate level (14 majors), Vocational college and intermediate (15 majors) and many other vocational training at the elementary level to meet social needs. Viet – Hung Industrial University offers several training levels of qualifications: University (8 majors), College (18 majors), Professional intermediate level (10 majors), College (9 majors). Red Star University offers training at different levels of qualifications: University (17 majors), college (16 majors), Professional intermediate level (11 majors), Vocational intermediate (9 majors), Vocational college (9 majors). Various types of training: regular, inter-, work-study, school year - based and credit - based training.

Enrolment scale has tended to increase at the university level while college, vocational colleges, professional intermediate and vocational intermediate levels drastically decrease leading to the decrease in the scale. Some of the main reasons: The universities focused on improving training quality, not running after quantity; the number of universities and colleges have increased significantly; on the same territory, there are many institutions which offer the same training majors; the entrance is restricted; universities are offering training courses at many levels, including college degrees; new rules on inter-training from college or professional intermediate to university; due to the economic downturn, many businesses fell sharply scale production or go bankrupt, labor demand decreased

significantly; an advanced degree in psychology is quite common; policy regime for graduates of vocational training system is not attractive.

#### *2.2.4. Results of regular training*

Results of full-time training: training quality is of special interest to the universities, all resources were focused, the management was also innovated, so the training results have gradually improved.

The proportion of graduates employed after 6 months in accordance with their majors tends to decrease, from above 80% in 2009 down to more than 50% in 2012, due to many different reasons

### **2.3. CURRENT STATUS OF THE IMPLEMENTATION OF AUTONOMY OF UNIVERSITIES UNDER THE MINISTRY OF INDUSTRY AND TRADE**

#### **2.3.1. The legal framework on autonomy and social responsibility of the universities in Vietnam**

In recent years, management mechanism for higher education with renewal requirements has always been specified by the Party and the State into resolutions, decrees and circulars of the government and the ministries and agencies concerned, namely:

Notice of conclusion numbered 37-TB / TW dated 26/5/2011 of the Politburo on the project "Innovation of the operation mechanism of public service units, pushing the socialization of some kind of social public service career "; Resolution TW8 (XI) states "Promote decentralization, improve accountability, create motivation, initiative and creativity for the educational and training institutions; give autonomy and self-responsibility for the and training educational institutions; promote the role of the school council. Perform surveillance of the subjects in schools and society; strengthen the supervision and inspection of the management bodies at all levels; ensure the democracy, openness and explicitness; standardize the conditions to ensure the quality and management of the training process; focus on the output quality management. Construct the quality control system of education and training".

Decree No. 43/2006 / ND-CP on autonomy and self-responsibility in performing tasks, organizing structure, staffing and financing of public service units; Decree No. 115/2010 / ND-CP of the Government stipulates the management responsibility of the State in education; Article 32 of the Law on Higher Education has defined "universities are autonomous in organization, finance, personnel, assets, training, science and technology activities, quality assurance and international cooperation".

Ministry of Education and Training, Ministry of Home Affairs, Joint Circular No. 07/2009 / TTLT-BGDT-BNV, guiding the implementation of autonomy, self-responsibility, organizational structure, staffing for public service institutions.

### **2.3.2. Results of surveying the status of implementing autonomy of universities under the Ministry of Industry and Trade**

The dissertation selected four universities as research subjects including : Viet Tri University of Industry ; Hanoi University of Industry ; Red Star University; Viet – Hung Industrial University.

#### *2.3.2.1. Implementation of Organizational Autonomy*

Conducting the management towards autonomy and social responsibility, the universities may decide the mechanism organizational structure: faculties, offices, departments, centers and discipline teams; establish the school councils ...; more decentralizing the divisions, allowing the divisions to promote their activeness in management, it can be said that this is the quite evident stage of self-control in the management of universities towards autonomy and social responsibility. Currently all four universities that are under research of the dissertation have a similar apparatus structure, but the scale at faculty level, functional departments and centers among these universities are rather different. In their apparatus structure, all four schools have not yet established their university council.

#### *2.3.2.2. . Implementation of Staffing Autonomy*

The universities have been proactive, positive and completed the construction of internal documents on the management of human resources towards promoting autonomy; more proactive in assessing public servants; construct project on work placements, training plans, staff retraining, arranging and using of human resources to ensure effectiveness, developing the personal capabilities of each individual faculty and employees in the university; building regulations, policies and favors for teachers and workers, timely motivating the individuals or organizations with effective and positive contributing achievement in the operation of the management in the universities.

Regarding the management of staff and employees, the Ministry of Industry and Trade has only allowed the universities to be partly autonomous in the recruitment, training and retraining, ranking and grading civil servants, so sometimes, it is difficult for the universities to be active and flexible in these activities.



### 2.3.2.3. *The implementation of Financial Autonomy*

On the implementation of Decree 43/2006/ ND-CP of the Government and the documents of the decentralized management of the Ministry in charge and the relevant ministries, universities are allowed to be autonomous to raise and use the revenues prescribed by law; promoting available potentials as facilities, experienced and reputed faculty to expand the scale, type of training, joint training and on-demand training for domestic and foreign organizations, businesses, significantly contributing to increase the revenue and significantly contributing to promote investment in facilities, equipment, and increase the income of workers, teachers. The material and spiritual life gradually improved.

Compared with the analytical framework of a university, the level of autonomy in universities is very low, mainly autonomous in spending but basically not autonomous in revenue. Especially tuition rates remain under the standard prescribed by the State

#### *a) Revenues of four researched universities*

Revenues of the universities include the State budget and business revenues (off-State budget revenues), as follows:

*State funding sources:* The sources funded by the State for the education and training of of the university is very low compared to the actual needs, but it plays a very important role for training activities of the universities which have low business revenues

#### *Business revenues:*

Business revenues of universities have increased since implementing the autonomy. However, total revenue is still relatively low.

The survey results over 4 years (2009-2012), showed that Viet Tri university of Industry: Proportion of business revenues accounted from 32.28% to 55.60% of the total revenues; Hanoi University of Industry: Proportion of business revenues accounted from 86,3% to 93,8% of the total revenues; Viet – Hung Industrial university: Proportion of business revenues accounted from 33% to 62% of the total revenues; Red Star University: Proportion of business revenues accounted from 62.45% to 78,33% of the total revenues;. It can be seen from the survey results of the 4 university in 4 years that Hanoi University of Industry has proportion of revenues accounted for a large proportion of total revenue. This demonstrates the scale of training, the joint training activities, production, technology transfer and other charges are quite good, developing the autonomy today well.

### 2.3.2.4. *The implementation of academic training*

Performing management in the direction of autonomy and social responsibility for higher education institutions, it can be said that academic autonomy has been opened up many opportunities for the university under the Ministry of Industry and Trade; the universities has the rights to determine enrollment targets; initiative to build a new training

programs according to the social needs; be allowed to invite foreign experts to participate in teaching activity, scientific research as prescribed by the competent authority; have the right to expand international cooperation ...

In recent years, thanks to the implementation mechanism of autonomy and social responsibility in the management of universities, the universities continues to implement the targeted training of qualified human resources with scale and career structure in accordance with the human development plan of Viet Nam of the Ministry in the period of 2011- 2020, training high- quality workforce, capable of adapting to the market economy, to meet the labor market needs. Be active in innovating content, training programs towards modern direction approaching advanced training programs through international cooperation; Renew teaching – learning method; Set the regulations and implement the edition of documents and curricula to serve training and scientific research ... The quality of training has a positive change, the first step to meet the needs of human resources provide the qualified human resources to the economic and social development of the country in terms of international integration and globalization.

### **2.3.3. Assess the degree of autonomy and social responsibility of four research universities through the basic criteria**

#### *2.3.3.1. Assess the involvement of faculties in the universities*

##### **\* Criteria and level of assessment**

Pursuant to Decree No. 43/2006 / ND-CP; regulation of financial management in the business and administrative units under the Ministry of Industry and Trade, issued together with Decision No. 4371 / QD-BCT dated August 6, 2008 and other decisions of the ministries, the thesis selected the contents of assessment including: organizational autonomy, financial autonomy, human autonomy, academic autonomy.

The level of assessment is divided into 4 levels: Level 1 (<1.75 points); Level 2 (from 1.75 to 2.49 points); Level 3 (from 2.5 -3.24 points); The level 4 (from 3.25 to 4.0 points).

##### **\* Assessment**

Evaluation results showed that the two universities Viet Tri University of Industry and Ha Noi University of Industry reached quite many good levels of evaluation ; Viet-Hung Industrial University and Red Star University had the evaluation results at average levels.

The approach of management towards autonomy and social responsibility is mainly concerned by the objects of managers while faculties and teachers did not pay much attention to this issue.

### 2.3.3.2. *Assessing the implementation of social responsibility in the management of the universities*

#### **\* Criteria and level of assessment**

To determine the level of implementation of social responsibility in management of the four research universities according to 3 contents determined by the thesis, the experts in the field of university management said that the higher the level of performance in social responsibility in university management the more successful it demonstrates in implementing the autonomy of each university. The thesis built 4 levels of assessment, in which: Level 1 (<1.75 points) = weak; Level 2 (from 1.75 to 2.49 points) = average; Level 3 (from 2.25 -3.24) = fair; Level 4 (from 3.25 to 4.0) = good.

#### **\* Assessment**

The assessment of the implementation of social responsibility in management of 4 universities reached a good level. However, when evaluated separately, each with its results and implementation level of social responsibility varied widely: Ha Noi University of Industry 2.69 points; Viet Tri University of Industry 2.67 points; Viet - Hung Industrial University 2.63 points; Red Star University 2.54 points.

## **2.4. THE STATUS OF MANAGEMENT OF UNIVERSITIES UNDER THE MINISTRY AND TRADE IMPLEMENTING AUTONOMY AND SOCIAL RESPONSIBILITY**

### **2.4.1. The capacity of managers at all levels of the university**

Implementing the autonomy and social responsibility, the universities have made much effort focusing all resources on training staff, including leaders, managers but there is still a certain number of limitations, because most newly established on the basis of upgrading from colleges; also a number of leaders, managers and deans have not achieved a doctoral degree; skills (of change management, presentation, organization, negotiation, ...), knowledge of management was deficient because most were transferred directly from faculties who were doing pure professional work.

### **2.4.2. On the establishment of school councils and organizational structure, management processes**

#### *+ The establishment of university council*

The establishment of university councils is stipulated in Article 33 of "Regulations of higher education" and in the Article 16 of the Law on higher education 08/2012 / QH13. The research by Vietnamese scientists have confirmed that in order for the implementation of autonomy and social responsibility in management of public universities to achieve high

efficiency requires a university council. Four research universities under the Ministry of Industry and Trade surveyed by the thesis have not yet established their university council. So, we have to study and perfect regulations on the functions and duties of university councils so that they can do their function of organizing university management well. It is necessary to address the relationship, clearly defined roles and responsibilities between the University Council, the Party Committee and Management Board.

+ *Organizational structure in the university*

In executing the autonomy, the universities have been initiative and flexible in assessing the effectiveness, rearranging the organizational structure, in order to meet the development requirements of the new situation, which is the strong point of the autonomy.

+ *The management processes*

The universities have been actively building and improving the system of internal documents relating to the management affairs, including the management processes for each job, yet still inconsistent and needs to be edited, supplemented and perfected. Currently Hanoi University of Industry and Red Star University have applied the quality management system ISO 9001: 2008 on the management of the university.

#### **2.4.3. The establishment of internal quality assurance systems**

Developing an inside quality assurance systems is an urgent requirement for a higher education establishment; in recent years the universities have concentrated much effort to focus the priorities from instruction to conditions to improve the quality of training (classrooms, laboratories, practice rooms, library, innovating teaching methods, assessing and publicizing information related to the management, updating and publicizing information about training programs and diplomas and certificates ...), however there are still some limitations.

#### **2.4.4. The construction of autonomy culture and social responsibility**

The construction of cultural autonomy and social responsibility is an integral part of the school culture, it contains the trust, responsibility, attitudes, behaviors typical of each higher educational institution. It's not only motivation but also objective to build reputation, brand, bearing the characteristics unique to each school. Currently, each university has been implementing cultural autonomy and social responsibility at different levels, there are no specific criteria, incomplete content and true to the nature of cultural autonomy and social responsibility.

## 2.5. OVERALL ASSESSMENT OF THE MANAGEMENT OF THE UNIVERSITIES UNDER MINISTRY OF INDUSTRY AND TRADE TOWARD AUTONOMY AND SOCIAL RESPONSIBILITY

### *Strengths*

- Stepping up the propaganda has gradually changed the perception – creating flexibility, initiative and creativity in performing duties of officers and employees, to actively participate in the activities of the university.

- Promoting decentralization for the divisions in the universities, in which decentralization is more focused on departments to create more favorable conditions for them to be active and flexible in building and implementing plans.

- The universities have been proactive in improving the management, adjusting, amending internal written regulations to meet the requirements of management towards autonomy and social responsibility.

- The universities have adopted management measures under the publicity and transparency. Executing management through documents, internal regulations, promoting democracy, increasing efficiency .

- Being initiative in the training activities, admissions, scientific research, technology, finance, international relations and apparatus organization.

### Weaknesses

The thesis synthesized fundamental weaknesses : " On the ideology, perceptions of staff and faculty about the management of the university towards autonomy and social responsibility; On the capacity of managers at all levels of the university; On university council, management apparatus, management processes; On the internal quality assurance system within the school; On the mechanism of coordination, information sharing, mutual accountability between universities; responsibilities of businesses and organization using human forces after training to the universities themselves " identifying the main causes leading to the weaknesses. Also have identified the basic opportunities and challenges in management towards autonomy and social responsibility of the universities under the Ministry of Industry and Trade. This is the basis for the dissertation to build the solutions of university management towards autonomy and social responsibility, take advantage of chances, overcome challenges building each university to sustainable development to meet the requirements of international integration.

## CONCLUSION OF CHAPTER 2

In Chapter 2, the dissertation analyzed and explained the major features about the factual basis, summed up the experience in higher education management towards autonomy and social responsibility of Singapore, Japan and the US .

By specific research methods: analyzing survey results according to questionnaires, interviewing in person and basing on the management activities data analysis of the universities. The thesis has presented an overview of the universities under the Ministry of Industry and Trade with the basic characteristics: newly formed on the basis of being upgraded from a college, under the management of the State in a manner of double ministries ( Ministry of Industry Trade and the Ministry of Education and Training), this is an important factor affecting the efficiency of the management of the universities in the direction of autonomy and social responsibility

The thesis gives a picture of the actual situation of universities which are researched subjects: About the implementation of autonomy on 4 contents (organization, personnel, finance and academy); About the management of the universities under the implementation of autonomy and social responsibility, focusing on four basic contents (Capacity of management cadres at all levels of the university and set up a university council; forming an internal quality assurance systems; building the culture of autonomy and social responsibility).

To assess objectively the performance level of autonomy and social responsibility of universities belonging to the researched subjects, the dissertation has developed two basic criteria, namely:

The first criterion: Assessing the participation of members of the universities, the thesis has developed the basic criteria according to 4 levels of ratings: low , average , fair, good equivalent to level the ascending scores are :  $< 1.75$  ;  $1.75 \div 2.49$  ;  $2.5 \div 3.24$  ;  $3.25 \div 4.0$ . After completing the assessment with specific targets, the dissertstion assessed management areas separatedly (organizational, financial, personnel and academic) according to the scores above. Results for the first criterion, Hanoi University of Industry and Viet Tri University of Industry reached more good scores.

The second criterion: "Evaluation of the implementation of social responsibility in the management of the university". Survey results showed that all four universities have reached good scores, which means that they have paid much more attention on the implementation of social responsibility in the universities..

- The dissertation has used SWOT analysis techniques to evaluate the strengths, weaknesses, opportunities and challenges for the management of universities under the Ministry of Industry and Trade in the direction of autonomy and social responsibility. Especially, clarified weaknesses concentrating on four contents of management: Capacity of

management cadres at all levels of the university; University council, management apparatus, management processes; internal quality assurance system; autonomy culture and social responsibility in university, at the same time has defined the underlying causes leading to weaknesses.

Assessment results are the basis for the dissertation to define the direction and propose concrete solutions to overcome the weaknesses above, as well as a practical basis for the universities under the Ministry of Industry and Trade to apply better in their management towards autonomy and social responsibility in the coming years.

## **CHAPTER 3: SOLUTIONS TO IMPLEMENT THE MANAGEMENT OF UNIVERSITIES UNDER THE MINISTRY OF INDUSTRY AND TRADE TOWARDS AUTONOMY AND SOCIAL RESPONSIBILITY**

### **3.1. RULES FOR SELECTING SOLUTIONS**

#### **3.1.1. Principles of inheritance**

Principle of inheritance is considered the first and the most important principle to select university management solution towards autonomy and social responsibility.

Principle of inheritance is performed in many angles: Inheriting facilities, management staff, lecturers, management apparatus and management experience of the predecessors; training tradition of the university;

#### **3.1.2. Principles of Reality**

The choice of management solutions cover totally on both sides which are mobilizing and using all resources efficiently. Every implemented decision in the management should be firstly based on principles consistent with actual operating conditions which are placed in competitive conditions of the market economy, international integration and taken into account the influence of objective factors; each university should seize and take advantage of opportunities, overcome challenges to develop itself.

#### **3.1.3. Principles of Feasibility**

In addition to two mentioned principles, the selection of the management solution towards autonomy and social responsibility should be based on the principle of ensuring the viability and effectiveness. If the solutions are not based on the feasibility and efficiency, it is difficult for the universities to achieve their objectives.

### **3.2. SOLUTIONS TO MANAGE UNIVERSITIES UNDER THE MINISTRY OF INDUSTRY AND TRADE**

Each solution presented in one unique structure that includes the following parts: purpose, significance, content, methods and conditions to implement solutions.

#### **3.2.1. Raising awareness about the autonomy and social responsibility in the management of the universities**

The purpose of this solution is to raise the awareness of leaders and employees in the universities towards the content of autonomy and social responsibility of universities.

- The universities must be aware of the contents of autonomy and social responsibility; the basic content of university management when implementing autonomy and social responsibility on: ability of their management staff at all levels; the university



council and organization structure, management processes, internal quality assurance; the publicity; the culture of autonomy and social responsibility.

- Board of university managers have to plan and organize training courses to, propaganda to employees and faculties in the university.

- They should also organize seminars or other suitable forms about the content of autonomy and social responsibility in the university.

### **3.2.2. Improving the management ability of leaders of universities, deans and directors of centers**

The solution is aimed to develop management board, leaders, deans and directors of centers as well as their management ability so that they can use full of all current recourses effectively. Solutions should focus on personnel evaluation stages; focus on fostering practical experience, fostering management skills of team leaders and managers.

### **3.2.3. Establishing university councils; Consolidating and improving university management processes and apparatus of the universities**

The solution aims at assisting universities to reorganize their structures to ensure the compatibility with management mechanisms towards autonomy and social responsibility; Building collaborative working process among faculties and individuals, which is operated effectively in a harmonious way; Ensure openness and publicity in management operations in order to allow each member clearly defines their duties and rights, hence become more proactive and positive in work; Enhance the sense of responsibility in the task execution and establishment of university councils ...

### **3.2.4. Developing A system to ensure an internal quality assurance system in the university**

The aim of the solution is to perfect the organization apparatus; ensure the forces resources and information resources to establish, maintain and develop the quality of teaching - learning , scientific research, as a basis for determining the quality of higher education, position and prestige of the each university.

### **3.2.5. Strengthening the application of information technology in managing and implementing the openness and publicity.**

The purpose is to increase the application of IT in all aspects of university management to meet the requirements of innovation towards autonomy and social responsibility. It is a useful tool to help universities to express their openness and publicity fully explaining their activities in the right spirit brought by the value of the management mechanism towards autonomy and social responsibility.

### **3.2.6. Implementing openness and publicity in management, training quality, finance to customers and appropriate authorities.**

The purpose of this solution is to establish management activities in an open and explicit way, which is one of the core values when the university operates towards autonomy and social responsibility besides the other values as democracy, authorization and approval of authorization, commitments, sharing, and high responsibility.

### **3.2.7. Diversifying income sources on the basis of promoting the dynamics and the creativity of subordinate units and individuals in the university.**

The aim of this solution is to exploit all legal income sources on the basic of diversifying university's business activities, expanding training scale, multiplying training types. Set up the commending and rewarding systems in order to encourage individuals or subordinate units that can find legal income sources for the university. It's used also to stimulate scientific works and technology transfer activities happening inside or outside university. The university can strengthen ordered training programs according to the demand of business and companies as well as service activities enhancing staffs and students' life.

### **3.2.8. Creating the culture of autonomy and social responsibility**

The aim of the solution is to assist each university to bring about an appropriate environment where each person can use full of his/her ability, where creativity and dedication is promoted in order to achieve the common goals of the university. Moreover, building the autonomy culture is an indispensable requirement of the policy on developing and broadcasting the brand name and invisible assets of each educational institution.

### **3.2.9. Building a network among universities under the Ministry of Industry and Trade**

The aim of the solution is to create a network among universities under the Ministry of Industry and Trade; strengthen the link among them in order to share management experiences, force resources, especially there is a orientation in offering training majors. promote potential, strengths, specific characteristics of each institution to meet the demand of manpower for the industry and the locality according to the State's planning, which is a meaningful action in forming a general power when there is a high agreement in the university.

## **3.3. RELATIONSHIP AMONG THE SOLUTIONS**

The solutions towards autonomy and social responsibility in the management of universities under the Ministry of Industry and Trade have dialectical relationship with each

other. To mobilize, manage and use of all resources to meet the training requirements contributing positively to the stability and sustainability of the universities, the nine solutions above need to be synchronized together.

### **3.4. SURVEYING AND TESTING SOME MANAGEMENT SOLUTIONS**

#### **3.4.1. Surveying urgency and feasibility of the solutions**

To determine the level of necessity and feasibility of the nine proposed solutions, the dissertation carried out a survey and the results showed that: Solution No.1, No.3 and No.5 are identified more necessary and more feasible than the others; Solutions No.2, No.4, No.6, No.7, No.8, No.9 are ranked in different levels according to the necessity and feasibility which are still valued quite high in general.

#### **3.4.2. Testing solutions**

Due to limited conditions, the dissertation tested one solution “Diversifying income sources on the basis of promoting the dynamics and the creativity of subordinate units and individuals in the university” at Viet Tri University of Industry in 2013 and continues to implement the other solutions in the coming years. Testing results indicated that there was a positive change in the diversification of income sources from scientific research activities; short-term training programs in computer science, foreign languages, etc. Due to the fact that the testing of solution was conducted in a short time, so the results didn’t show great progress, but it still confirmed the feasibility and had its own meaning.

### **CONCLUSION OF CHAPTER 3**

Pursuant to the orientation of the Party and State's policies and actual requirements, management of higher education need to be innovated to the direction of autonomy and social responsibility. From the practical issues of management in universities towards autonomy and social responsibility with its specific characteristics, in the context of international integration and globalization, in accordance with thesis's findings, in order to manage universities under the Ministry of Industry and Trade effectively, the dissertation proposes nine solutions including: (1) Raising awareness about the implementation of autonomy and social responsibility in the management of the university; (2) Improving the management ability of university leaders, deans and directors of centers; (3) Establishing university council; consolidating and improving university management apparatus and management processes of the university; (4) Developing an internal quality assurance system; (5) Strengthening the application of information technology in managing and implementing the openness and publicity. (6) Implementing openness and publicity in management, training quality, finance to customers and appropriate authorities (7) Diversifying income sources on the basis of promoting the dynamics and the creativity of subordinate units and individuals in the university (8) Creating the culture of autonomy and social responsibility (9) Building a network among universities under the Ministry of Industry and Trade

In each solution, the dissertation identified specific purpose; meaning; content; way to perform; conditions for the implementation of measures to ensure the high feasibility when applying.

Along with conducting surveys and questionnaires, the researcher claimed a content to be considered important, that is "Diversifying income sources on the basis of promoting the dynamics and the creativity of subordinate units and individuals in the university" and carried out the test in Viet Tri University of Industry; based on the the results of the surveys, the consultation with scientists and the testing results showed that the hypothesis mentioned in the dissertation has fulfilled expectation and changed in a positive way through experiment; therefore, the solutions named above are necessary and feasible.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **CONCLUSION**

The dissertation argues the following issues:

Resystematizing theoretical basis on managing universities under control of the Ministry of Industry and Trade towards autonomy and social responsibility; The research findings are small contribution and along with other studies to enrich and deepen the scientific the basis on the management of universities in Vietnam in general and universities under the Ministry of Industry and Trade in particular in the direction of autonomy and social responsibility to improve the quality of training meeting the needs of high quality human resources for social and economic development of the country.

During the study, the researcher has used the theoretical approaches to analyze, synthesize, and generalize the documents from the sources related to the thesis; organizing seminars, surveys conducted by the polls, questionnaires; observation and interviews; analysis of documents, summarizing domestic and international experience on higher education management towards autonomy and social responsibility. The study results expressed that managing a university of the Ministry of Industry and Trade in the direction of autonomy and social responsibilities has gained initial positive results, and identified at the same time the strengths, weaknesses, opportunities and challenges that need overcoming.

To manage universities of the Ministry of Industry and Trade towards autonomy and social responsibility, the dissertation proposed nine solutions and chose one important solution to test. The test results along with the findings of surveys, and direct discussion with managers and scientists have demonstrated the solutions proposed by the researcher are feasible and meaningful.

### **RECOMMENDATIONS**

From the results of research process, to realize the proposed solutions, the researcher recommends the following contents:

#### ***Recommendations to later researches:***

The above contents are the results of study by the researcher in the limited conditions and time to complete the doctoral dissertation. Based on the path and orientation of management innovation of higher education according to policy of the Party and the State as well as strategies and planning of Ministry of Industry and Trade up to 2020; In the coming years, research should be continued to expand the scope and scale to the universities under the Ministry of Industry and Trade in order to improve the quality and the effectiveness in educating human resources to meet the demand of society.

In experiment: Besides the tested solutions, more proposed contents should be tested with larger place and scale to obtain reliable and meaningful outcomes.

***Recommendations to the State:***

- Firstly, the State should continue to reform the management mechanism. Although the State lets universities operate towards autonomy, it still provides adequate funding and guidance in order to promote and create conditions for the university to set their own financial resources through the autonomous mechanism to raise training quality and effectiveness.

- Secondly, the State should establish special policies and put its interest in the newly established universities, especially in the mountainous areas where need supporting in finance, scientific activities, modern technology as well as training and fostering lecturers.

- Thirdly, the State should study and construct legal documents specifying the evaluation criteria of the level of implementation as well as the quality of management activities of the university given the autonomy. Universities should have rights to decide the salary scale according to the result of job completion because the current scale issued by the State does not encourage staffs and lecturers to be more positive, proactive and creative.

- Fourthly, the State should direct the functional authorities to actively reform administrative procedures, eliminate cumbersome and overlapping ones, remove the tough fiscal policies. There are policies to encourage the exploitation of the revenues from the activities of scientific research, technology transfer, joint training to increase the autonomy and improve the quality and effectiveness of training.

***Recommendations to the Ministry of Education and Training:***

- Firstly, there should be conclusion and evaluation to draw lessons for the university management once implementing autonomy and social responsibility. Universities should be self-control in enrollment and granting degrees to students to increase flexibility, initiative in management mechanism.

- Secondly, the Ministry of Education and Training should give guidelines by documents on establishing the university council in accordance with the provisions of the Law on higher education; that is the only way to encourage autonomy and social responsibility implemented effectively in universities and to promote democracy and strengthen the monitoring activities of the managing board.

***For The Ministry of Industry and Trade (The Ministry in charge)***

- Firstly, directing and guiding the belonging organizations to implement autonomy as stipulated by the Government, the Ministry of Education and Training, Ministry of Finance and Ministry of Home Affairs.

- Secondly, reviewing and evaluating the implementation of social responsibility and autonomy of each university directly under the Ministry to learn from experience, to promote the positive side, promptly remove knots and solve difficulty to help accelerate the implementation of the autonomy and social responsibility to have competitive capacity and sustainable development.

- Thirdly, giving more rights of autonomy to universities, especially in the management of staffs and employees; coordinating and sharing resources, management experience among the units belonging to the Ministry.

- Fourthly, establishing a testing system to supervise the implementation of autonomy and social responsibility of subordinate institutions.

### **LIST OF PUBLISHED SCIENTIFIC WORKS**

1. Le Thanh Tam (2010), Innovation in management, upgrading the College of Chemistry to become a University - Journal of Educational Sciences No. 58, July 2010.
2. Le Thanh Tam (2011), Autonomy and social responsibility in the management of universities - Journal of Educational Sciences No. 73, October 2011.
3. Le Thanh Tam (2014), Implementing autonomy in university governance and recommending policies for developing autonomy in public universities directly controlled by the Ministry of Industry and Trade. – Journal of Educational Sciences No. 101, March 2014.
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