



Research, Development of a Capacity's Framework toward an University's President and Chairperson of the Council of Universities in the Context of Higher Education's Autonomy

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Author's contribution

The sole author designed, analysed, interpreted and prepared the manuscript.

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ABSTRACT

A higher education's autonomy has posed seriously, scientifically and urgently a problem of research, development and promulgation of a capacity framework for the University's President, Chairperson of the University Council of the universities. Through the use of the methods such as systematic approach, standardized approach, capacity approach, and detailed description of job position, in-depth interview, and expert advice, we identified the university's president capacity framework that composing of 05 standards; 15 criteria and 40 indicators; the university council chairperson's capacity framework imposing of 03 standards; 08 criteria and 21 indicators. The research and building a capacity framework toward the university's president and the chairperson of the university's council help the presidents and the chairpersons of the university's council themselves strive in order to reach a demanded standards. At the same time, it helps managers of all levels to develop a master planning, training and retraining, designation toward rectors-candidates, presidents-candidates of the university's council.

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1. INTRODUCTION

In the national education system, higher education is the highest level of human resource training and plays a very important role in this system [1]. In line with the "fundamental and comprehensive reform of Vietnamese education in the direction of standardization, modernization, socialization, democratization and international integration" [2], higher education also faces a strong innovation in the new context. The new conditions of universities are the trend of higher education's autonomy; the challenges from the Industrial Revolution 4.0 (internet of things; artificial intelligence and the role of social networks in the life). With the defined mission, universities must be operated, managed and developed in a new direction [3]. According to this new direction, the leadership board (composing of the university's president and the chairperson of the university's council) must meet certain standards of competence in the new conditions [4,5]. And obviously, the capacity's framework toward of the university's president and the chairperson of the university's council must be seen as a theoretical model that is full of principality, transparency and high socialization [6]. This capacity's framework must be established by administrative or professional power, including specific standards, criteria and indicators that are logically combined. This capacity's framework is a tool that measures the working effectiveness of the university's president and the chairperson of the university's council [7].

A legal bases for capacity building include [8]:

- Resolution No. 29-NQ/TW, Resolution of the 8th Conference, XI tenure's Vietnam Communist Party's Central Executive Committee;
- Higher Education Law promulgated June 18th2012 by the National Assembly of the Socialist Republic of Vietnam;
- Civil Servant Law 2008;
- Decree No. 36/2013/ND-CP dated April 24th2013 of the Government on job position and structure of civil servants' ranks;
- University Regulations attached to the Decision No. 70/2014/QĐ-TTĐ dated December 10th2014 of the Government's Prime Minister;

Here are some principles of the research and capacity building frameworks:

- The capacity framework must comply with the regulations applicable to the university's president and the chairperson of the university's council that were fixed in the Government's current regulations [9,5].
- The capacity framework must show the acceptance, selective inheritance and use of experience of universities around the world and the region regarding the president's evaluation and higher education quality's verification; accessible to the capacity framework of the chairperson of the university's council of the World and region's university. In particular, this capacity framework must meet the demands of international integration [10].
- The capacity framework's research and development must have a clearly scientific basis and certain openness; the capacity framework must be legal, practical and feasible [11].

However, until now, nobody has published any scientific paper in a capacity framework toward the university's president and the chairperson of the university's council in new conditions of universities are the trend of higher education's autonomy; the challenges from the Industrial Revolution 4.0 [12].

2. METHODS

In order to research and develop the capacity framework, we have used a systematic approach (the capacity framework also can be considered as a system of multiple constituent elements and closely interrelated to each other); standard approach (the capacity framework contains a lots of standards, each of which contains a lots of criteria that are logically combined with each other); capacity approach (the capacity framework reflects the specific capacity requirements toward an areas related to the leadership of the university's president and the chairperson of the university's council); and the activity-personality approach (capacity's framework must be formed, developed and expressed through the leadership and management of the university's president and the chairperson of the university's council and be

considered in the relationship as a component of personality [13].

Going into details, based on Decree 36/3613 / ND-CP dated April 24th2013 of the Government on the job position and structure of civil servants [14], we conduct a description of the specific activities, detailed tasks of every leadership positions of the university's president and the chairperson of the university's council under university administration's approach. The university's president and the chairperson of the university council's job description must keep track of the areas that related to their leadership activity [7]: then it exactly identifies the working relationships of the university's president and the chairperson of the university's council within the university, and with outside university's bodies and agencies. After having a university's president and the chairperson of the university council's job description, we referred international and Vietnam domestic experiences and we organized the workshop gathering opinions over this job description.

At the same time, we conducted in-depth interviews the university's president and the chairperson of the university's council in order to gather their opinions and implications over the capacity framework and job description. We also implemented examination, questionnaire's analysis regarding the university's president and the chairperson of the university's council themselves and other related people (including key officials and units within the university who have working relationships with the university's president and the chairperson of the university's council). Based on the results of this survey, we have enhanced the job description of the university's president and the chairperson of the university's council as well as determined necessary contents about the training & improving toward the university's president and the chairperson of the university's council in order to reach the capacity frames standard.

We also use some international experiences in researching and developing the capacity framework toward the university's president and the chairperson of the university's council in the context of higher education's autonomy. By studying the capacity framework toward the university's president and the chairperson of the university's council in the region and in the world, we find that the capacity framework is

focussed built on the following seven specific areas [15]:

- *Provisions*: It is more than any member of the university, the university's president and the chairperson of the university's council must show provisions through the goals and targets that set high in a long-term period in the future and act in order to achieve these goals and targets. The provisions of the chairperson of the university's council must be reflected in the university's development strategy.
- *Establishing strategic plan and implementation*: From provision with the goals and targets that set high in a long-term period in the future, the university's president and the chairperson of the university's council must concretize those with strategic plan. That is, the university's president and the chairperson of the university's council must know how to analyze the own university's performance, how to prepare the resources for achieving the strategic goals and targets that were set.
- *Culture*: It is both a goal and a driving force for the development of the university. Cultural development strategy must embrace the whole the activity's fields and through them create the ing the university's identity
- *Training and scientific research's activities*: The activities of the university's president and the chairperson of the university's council must be focussed on leadership, guidelines and management – the two core activities of every university. This is the most expressive field of capacity's framework.
- *Administration and human resource's development*: This is a very important field in the macro administration and leadership of the university's president and the chairperson of the university's council. Strategic planning for administration and human resource's development demonstrates the provisions of the university's president and the chairperson of the university's council. The successful administration and human resource's development will decide the success of the remained fields.
- *Financial management*: With current and future's higher education's autonomy, the leadership and financial management of the university's president and the

chairperson of the university's council will play an extremely important role in university's administration. The financial management plan is presented through the financial resources's development ranging from training, scientific research, technology transfer, service activities and other lawful revenue sources. At the same time, it creates a rational and balanced structure of financial resources.

- *The leadership and personal progress of the university's president and the chairperson of the university's council themselves:* This field demonstrates the self-striving and self-disciplining of the university's president and the chairperson of the university's council themselves. More than anyone else, they must be the good example for the cadre staff and lecturers to follow.

In the process of studying and developing the capacity framework of the university's president and the chairperson of the university's council, we have been referring to experience and inherit the capacity framework of some nations in the region and in the world.

In Singapore, the capacity's framework of the university's president in particular and the chairperson of the university's council in general is composed of five specific following criteria [16]:

- Provisions for the university;
- Setting up strategic plan and administration;
- Management and human resource's development;
- Management of all resources and learning process;
- The general result of the school.

At the same time, capacity framework of the university's president and the chairperson of the university's council in the Republic of France requests seven following criteria [16]:

- Provisions and orientation;
- The change's governance;
- Creating influence and demonstrating the leadership;
- Strategic thinking;
- Encouraging and supporting all members;
- Learning and development;
- Directions.

In England, the university president capacity framework includes many criteria that are similar to ones of the Republic of France [16]. They are:

- Determining targets goals and targeted orientations;
- Creating influence and demonstrating the leadership;
- Strategic thinking;
- Encouraging and supporting all members;
- Learning and development;
- Directions.

3. RESULTS

Capacity framework for the university's president and the chairperson of the university's council in the context of higher education's autonomy,

1. Capacity framework for the university's president

Standard 1: Professional qualification and personal capacity

- Criteria 1.1. Political qualities

- + The university's president must be good example in enforcement of Vietnam communist party's political platform, guidelines and the government's policies and laws.
- + The university's president must be active participant in political and social activities
- + The university's president must be responsible for the university's performance.

- Criteria 1.2. Professional ethics

- + The university's president must be a keeper of quality, honor, teacher's credibility, career's enthusiasm.
- + The university's president must be pioneer in preventing and resolutely activist against negative expressions
- + The university's president must be person who ensuring democracy in the university's performance.

- Criteria 1.3. Individual self-improvement

- + The university's president must have provisions, firmly grasp the mission, core values and fundamental functions of higher education in modern society.

- + The university's president must be person who have entrepreneurial Working style and who focuses on quality.
- + The university's president must be person who is effective in mass media and communication.

Standard 2: Strategic management capability

- Criteria 2.1. Building the university's development strategy

- + Building the university's mission, provision and cultural values, strategic goals and orientations of implementation of the university's strategy.
- + Creating and inspiring a motivation for the cadre staff, lecturers, and learners to be ready to implement the university's development strategy.
- + Cooperating with higher body in charge and relevant agencies to make sure that the university's mission, provisions, overall goals are unified, understandable and shared.

- Criteria 2.2. Managing the innovations

- + Identifying, determining and setting up the innovation's process of the university.
- + Conducting leadership, encouraging lower colleagues to adapt to innovation and to solve the innovation's impacts.

Standard 3: Organizational capacity and human resource's development

- Criteria 3.1. Organizing the apparatus

- + Building an organizational structure in line with the university's mission, strategic development tasks and the higher education's development trend.
- + Building a working mechanism, development policy and promulgating of the university's executive legal documents.

- Criteria 3.2. Human resource's management

- + Establishing a human resource's development planning, job position project, a working structure that are suitable for the university's development strategy.
- + Recruiting, evaluating and appointing officials and employees;
- + Developing and implementing a policy of creating trust, attraction and motivation for human resource's development.

- + Training and developing lower officials.

Standard 4: Administration of the higher education function's implementation

- Criteria 4.1. Training activities's administration

- + Organizing the establishment and development of training programs that are to ensure updated and modernity and meet the demand for high-level human resources's training.
- + Building plans and implementing enrollment in accordance with social needs and the university's quality assurance capacity.
- + Organizing teaching, learning and other educational activities in accordance with current regulations and ensuring the training's quality.

- Criteria 4.2. Administering scientific and technological activities

- + Effectively organizing activities and tasks of scientific research and projects of scientific and technological development.
- + Proposing, selecting, consulting and criticizing a scientific and technological tasks;
- + Administering and supporting the release of research results and the establishment and protection of intellectual property rights.

- Criteria 4.3. Managing international cooperation

- + Organizing the management and implementation of international cooperation programs and projects.
- + Orientations for development of international cooperation activities in training, research and exchange of lecturers and students.

- Criteria 4.4. Evaluating and verifying educational quality

- + Taking part in participation of quality inspection and organizing the implementation of the university activities's improvement aiming at to continuously enhance the education's quality.
- + Building quality's culture.

- *Criteria 4.5. Financial management*

- + Properly performing the responsibility of the account holder.
- + Making orientations and development of a mechanism to create the university's financial resources.
- + Making transparency of the university's revenue sources and expenditures.

- *Criteria 4.6. Properties management*

- + Establishing mechanism for effective exploitation of the university's infrastructure, equipment and properties.
- + Drawing a plans on development of the university's facilities and equipment by each year, by each period.

Standard 5: Capacity to create relationships and develop the university's culture

- *Criteria 5.1. Developing the university's relationships*

- + Connecting the university with Vietnam domestic and foreign enterprises, individuals and organizations in order to raise the training's quality and scientific research.
- + Providing and sharing knowledge, experience in scientific research and technology transfer to serve community.
- + Developing relationships with educational facilities and associations of Vietnam domestic and international higher education institutions and related parties.

- *Criteria 5.2. Building the university's culture*

- + Building the university's friendly, cooperative and safe environment.
- + Building a learning and cultural environment in which the university will become a organization of the intellectual collective that knows how to learn in modern society.

2. Capacity framework of the chairperson of the university's council

Standard 1: Political qualities, professional ethics and individual personal improvement

- *Criteria 1.1. Political qualities*

- + The chairperson of the university's council must be good example in enforcement of

Vietnam communist party's political platform, guidelines and the government's policies and laws.

- + The chairperson of the university's council must be active participant in political and social activities
- + The chairperson of the university's council must be committed to accountability of the university's performance.

- *Criteria 1.2. Professional ethics*

- + To carryout honestly and non-profitably all duties.
- + To guarantee democracy and justice in the work;
- + To prevent and resolutely defend against negative phenomena.

- *Criteria 1.3. Individual self-improvement*

- + Creative thinking, innovative thinking;
- + Building team's relationships, work
- + The capacity of analysis&synthesis.

Standard 2: The university's leadership capability

- *Criteria 2.1. Setting up the university council's agenda*

- + Setting up agenda, performance's plan for the university council every tenure and by every year.
- + Assigning tasks to all members of the university's council.

- *Criteria 2.2. Making orientations & directions, approval of the university's development strategy*

- + To take a collective decision on the strategy, planning, development plan and regulations of the university's organization and performance.
- + To take a collective decision on the orientations and directions regarding training, science and technology, international cooperation and education quality assurance.
- + To take a collective decision on the establishment, merger, division, separation and dissolution of the university's organizations.

- *Criteria 2.3. To organize the personnel work toward the university's president and vice-president*
 - + To introduce and to present the personnel work toward the university's president and vice-president in order to carry out the appointment's process in line with the existing regulations.
 - + To carrying out an annual evaluation of the tasks' completion of the university's president and vice-president.
 - + To propose the authorized bodies & agencies to dismiss the university's president and vice-president.

Criterion 3: Capability to monitor and supervise the university's performance

- *Criteria 3.1. Supervising and controlling all activities under the university's development strategy*
 - + Organizing the supervision of the implementation of the university's resolutions.
 - + Organizing the supervision of the implementation of the democracy's regulations in the university's activities.
- *Criteria 3.2. Controlling and proclaiming the information, ensuring transparency and accountability*
 - + Providing reports and explanations of the quality assurance conditions, performance results, implementation of the university's commitments and financial activities to the government's bodies and social organizations.
 - + Controlling activities to ensure that the university's performances are in line with the strategic orientations and the goals and targets that have been set.

4. CONCLUSION

Once again, it is confirmed: The strength of the university is the creation of new knowledge through scientific research; storage, publication, dissemination of knowledge; training high-level experts and human resources with good cultural and humanitarian backgrounds; transferring technology and providing social services [3].

The universities' framework toward the university's president is composed of 05

standards, 15 criteria and 40 indicators; meanwhile, the universities' framework toward chairperson of the university's council is composed of 03 standards, 08 criteria and 18 indicators.

Studying the capacity's framework toward the university's president and chairperson of the university's council is a scientific, critical and especially urgent issue in the context of higher education's autonomy. The promulgation of the capacity framework helps both the university's president and chairperson of the university's council make self-improvement, self-training and self-control. It also helps the higher managerial bodies and agencies in charge to carry out the planning, selection, training and retraining activities over the university's president and chairperson of the university's council and other managerial levels. It all helps them to reach the standards of the frame capacity.

CONSENT

As per international standard or university standard, patient's written consent has been collected and preserved by the author

DISCLAIMER

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COMPETING INTERESTS

Author has declared that no competing interests exist.

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