Decision of the FIBAA Accreditation and Certification Committee

8th Meeting on November 30, 2022

INSTITUTIONAL ACCREDITATION

Project Number:	21/057
Higher Education Institution:	University of Economics Ho Chi Minh City
Location:	Ho Chi Minh City, Vietnam
Type of Accreditation:	Initial accreditation

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

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

Period of Accreditation: November 30, 2022 to November 29, 2028

Conditions:

Condition 1:

The University involves student members in the committees responsible for quality assurance.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 29, 2023

Condition 2:

The University

a) implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the implementation of appropriate measures.

b) implements a formalised procedure to inform students and alumni about the evaluation results and the quality assurance measures to be derived from them.

c) develops a process to ensure that the literature and other instruction material included in the module descriptions are relevant and up-to-date.

The condition is fulfilled.
The decision was made by the FIBAA Accreditation and Certification Committee on November 29, 2023

Proof of meeting these conditions is to be supplied by August 29, 2023.

The FIBAA Quality Seal is awarded.

With regard to the freedom of research, teaching and study there were opposing views among panel members. Therefore, there were two panel votes (**see chapter C. Panel recommendation, p.9**).

Panel vote 1:
Four (4) panel members do not recommend a condition, but the following recommendation:
- Freedom of research could be communicated more strongly in the relevant regulations (see chapter I.).

Panel vote 2:
Two (2) panel members recommend the following condition:
- **Condition 3:**

   The University ensures academic freedom of research, teaching and study (see chapter I panel vote 2).

Based on the panel's accreditation report, the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015) and the submitted statement of the University of Economics Ho Chi Minh City (UEH), the FIBAA Accreditation and Certification Committee decided to follow the panel vote 1.

The FIBAA Accreditation and Certification Committee is well aware that the UEH is operating within the given national context and that UEH as well as other national higher education institutions must fulfil certain obligations at programme level such as offering mandatory courses in the area of Marxist-Leninist Philosophy, Scientific Socialism and History of the Vietnamese Communist Party. The chapter "0. Country Information" in this report (pp. 12-14) was a comprehensive summary that supports the understanding of the stakeholders addressed by this accreditation report.

According to the ESG 2015, policies and processes are the main pillars of a coherent institutional quality assurance system that forms a cycle for continuous improvement and contributes to the accountability of the institution. It supports the development of quality culture in which all internal stakeholders assume responsibility for quality and engage in quality assurance at all levels of the institution.
Quality assurance policies are most effective when they take into account the national context in which the institution operates as well as the institutional context and its strategic approach. Such a policy shall support, among others, the academic integrity and freedom. Therefore, the Committee supports the recommendation formulated in panel vote 1 and recommends that the freedom of research, teaching and study within the national context be communicated more strongly in the relevant UEH regulations.

Institutional Accreditation

UNIVERSITY OF ECONOMICS HO CHI MINH CITY

Assessment Report

FIBAA

TABLE OF CONTENTS

A. Accreditation Procedure

A contract for the initial Institutional Accreditation of the University of Economics Ho Chi Minh City (UEH) was made between FIBAA and the University of Economics Ho Chi Minh City (UEH) on 26 of April, 2021. On April 24, 2022, the HEI submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation are met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel[1] consisted of:

Prof. Dr. Erich Barthel (Chair of the panel)
Frankfurt School of Finance and Management, Germany
(Former Professor for Corporate Culture and Human Resource Management, former Director Management Department, former Vice Dean, former Director MBA Programme)

Prof. Dr. Britta Bergemann
Heilbronn University of Applied Sciences, Germany
Professor for International Marketing and Sales (former Director MBA Programme, former Managing Director of the Steinbeis Institute "Graduate Institute of Management - Middle East"), former Vice Rector "Internationalization and Marketing" (Furtwangen University of Applied Sciences)

Christopher Bohlens
FernUniversitaet in Hagen, Distance University, Hagen, Germany
Student of Management & Business Development (M.Sc.) and Bachelor of Laws (LL.B.) (completed: Economics and Political Science (B.Sc.) (Leuphana University Lueneburg))

Dr. Nhat Vo Dai
Ho Chi Minh City University of Technology (HCMUT), Vietnam
Acting Vice Head of Testing and Quality Assurance Office (Chief Manager and Implementer in Strategic Plan, ISO Quality Management System, Internal and External Quality Assurance System, Chief Evaluator of Evaluation Team in Internal Quality Accreditation)

Prof. Dr. Ing. Ronald Glasberg
SRH Berlin University of Applied Sciences, Germany
Professor of International Strategic Management (Executive Director of the Institute for International Strategic Management and Innovations, long-standing Member of several Examination Boards, Quality Assurance in Studies and Teaching, Development and Design of the Master's Programme "Entrepreneurship" as Head of the Programme)

Dr. Regula Imhof
Zurich University of Applied Sciences, Switzerland, School of Management & Law,
Head of Quality Management, Deputy Head of Staff (University Management, Education Management, Quality Management, Social Sciences, Blended Learning)

FIBAA project manager:
Anja Gleissner

---

[1] The panel is presented in alphabetical order.

The assessment is based on the self-evaluation report, amended by further documents requested by the panel, and an online conference. To validate the evidence provided by the institution it was cross-checked with reliable publicly available sources elaborating on the educational system in Vietnam, such as the DAAD, among others. The online conference took place on August 29, 30, 31, 2022 via the video conferencing tool Zoom. On September 06, 2022 the panel gave a short feedback on its impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comments on November 18, 2022. A statement on the report was given on November 22, 2022. It has been taken into account in the report at hand.

B. Summary

The University of Economics Ho Chi Minh City (UEH) was officially established on October 27th, 1976, as the first university of economics and management in Southern Vietnam, tasked with the duties to train researchers, managers, and teaching staff in the field of economics.

UEH has formulated a clear and comprehensible mission statement and developed a corresponding profile. The panel believes that UEH is on a good way to become a multidisciplinary university. The high employment rate for students after graduation shows that the profile is also plausible with regard to graduates' employability.

The faculty stated that in regard to research, faculty has the freedom to choose research teams, topics, while following the internal research regulations and guidelines.

With regard to the freedom of research and teaching there were opposing views among panel members. Therefore, there are two panel votes which result in a recommendation (vote 1) and a condition (vote 2) respectively.

According to vote one, the panel believes that the freedom of research, study, and teaching is ensured. Even though the University defines guidelines for research, faculty staff is not subject to discretionary power regarding research and teaching. However, the panel recommends that the freedom of research could be communicated more strongly in the relevant regulations.

According to vote two, the panel believes that the freedom of research and teaching is not ensured. While stipulated in the self-assessment report as well as during the interview-sessions that the principle of the freedom of research and teaching is observed, this claim could not be validated through evidence. Therefore, the panel recommends the condition that the University ensures academic freedom of research, teaching and study (see chapter 1, vote 2).

The HEI's bodies, academic committees and offices as well as their tasks and competencies are transparently defined. The HEI's management and self-governing structures are functional and effective. The implemented quality management system is suitable to regularly examine the quality of the HEI's different areas of performance and to ensure a consistent development. The competencies in the area of quality management are clearly regulated. The panel noticed that quality assurance tools should be further solidified as some of the defined instruments have not yet been carried out, as they were only introduced about one to two years ago. The HEI has established an effective escalation management on all levels which also give stakeholders the possibility for anonymous complaints. The HEI's members (teaching staff, administrative staff) as well as external stakeholders are involved in the system and are given the opportunity to take an active role within the quality management. However, students are not sufficiently involved in the quality management processes.

UEH's study programme portfolio on Bachelor, Master and PhD level corresponds to the University's profile. The documentation of the presented study programmes demonstrates that UEH is capable of developing suitable concept for its study programmes. They are in line with the corresponding qualification levels. Furthermore, UEH ensures predictability in teaching and examination operations. The didactical approach allows student-centred learning. In the opinion of the panel, the University has established a quality system that regularly reviews the development of the study programmes. Further, student and alumni surveys are conducted on a regular basis.

The used survey for the course evaluation checks on various subjects. However, the panel criticizes the fact that the actual student workload is not systematically analysed and evaluated. A question whether the actual workload of the whole course corresponds with, is lower or higher than the estimated workload (including teaching time, self-study time, and examination) is missing.

The panel further sees room for improvement in becoming more transparent in how the data obtained is used and what measures this leads to, i.e. how the results are implemented. Therefore, with regard to the quality management process, the panel sees the need to establish a formalised process and anchor it in the Quality Management System in order to inform interested and involved parties about the results and the measures to be derived from them.

A comprehensive review and adjustment will be taken in a five-year cycle. The panel identified that the given literature reference per course was not always up to date in the samples provided. Therefore, the panel recommends the condition for the University to develop a process to ensure that the literature and other instruction material included in the module descriptions are relevant and up-to-date.

The quality management system includes instruments and methods for the regular assessment of the quality of research. The HEI has defined a set of international journals for the scientific articles to be published.

A variety of guidance and assistance by faculty and staff are available for the students. The evaluation of the administrative services, especially with the yearly conducted service evaluation, is considered suited by the expert panel to control the efficiency and students'/teachers' satisfaction with the services provided. This allows for continuous feedback and the results can be transferred into specific measures for further development.

Since an online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the University's buildings. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured regarding the capacities for teaching, research, studies, and administration at the different campuses.

The number of full-time professors matches the scope of tasks in teaching and research. The panel notices that there is a high number of lecturers holding a Master's Degree who are teaching at the Bachelor level. Therefore, it encourages UEH's aim to recruit more lecturers who possess a PhD Degree and welcomes the opportunities given to UEH lecturers to pursue a PhD Degree.

UEH has regulated and published its competencies and responsibilities as well as the control systems in a clear and transparent manner. The publication of the policies regarding admission as well as the organisation of studies on the website and the student handbook make the information transparent and easily accessible for interested students. UEH has established suitable service offers to ensure that prospective students and potential cooperation partners are provided with advice and information.

C. Panel Recommendation

The panel recommends the following conditions:

Condition 1:

The University involves student members in the committees responsible for quality assurance (see chapter II).

Condition 2A:

The University implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the implementation of appropriate measures (see chapter III.).

Condition 2B:

The University implements a formalised procedure to inform students and alumni about the evaluation results and the quality assurance measures to be derived from them (see chapter III.).

Condition 2C:

The University develops a process to ensure that the literature and other instruction material included in the module descriptions are relevant and up-to-date (see chapter III.).

With regard to the freedom of research, teaching and study there were opposing views among panel members. Therefore, there are two panel votes.

Panel vote 1:

Four (4) panel members (Prof. Barthel, Mr. Bohlens, Prof. Glasberg, and Dr. Vo Dai) do not recommend a condition, but a recommendation (see below).

Panel vote 2:

Two (2) panel members (Prof. Bergemann and Dr. Imhof) recommend the following condition:

Condition 3:

The University ensures academic freedom of research, teaching and study (see chapter I panel vote 2).

Proof of meeting these conditions is to be submitted by August 29, 2023

Period of Accreditation: November 30, 2022 until November 29, 2028.

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

- to include graphical charts as well as process flow diagrams into the quality handbook, as well as to more clearly define and visualize the responsibilities as to who the process participants are and who is responsible (see chapter II.);
- to develop a concept to increase the participation rate in the survey of employers, the industry, the labour market, and other relevant stakeholders (see chapter II.);
- to take additional measures to reach the target of becoming more international faster (see chapter III.);
- to systematically use the results of the various forms for evaluating service quality to revise the processes, and to make the improvements more transparent (see chapter V.).

With regard to the freedom of research, teaching and study there were opposing views among panel members. Therefore, there are two panel votes.

Panel vote 1:

Four (4) panel members (Prof. Barthel, Mr. Bohlens, Prof. Glasberg, and Dr. Vo Dai) recommend

- freedom of research could be communicated more strongly in the relevant regulations (see chapter I.);

Panel vote 2:

Two (2) panel members (Prof. Bergemann and Dr. Imhof) recommend a condition (see above condition 3).

List of tables

0. Country Information

Table 1: DAAD (German Academic Exchange Service) Data Sheet Vietnam 2021[2]

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

The following information was taken from the DAAD Globus Country Report: Vietnam 2022[3]. With the declaration of independence in 1945 and the end of the French colonial period in 1954, the rule of the Communist Party under Ho Chi Minh in divided Vietnam began initially only in the North. The higher education system in North Vietnam was rebuilt along Soviet lines. The universities served only teaching purposes and were usually concentrated on one subject area. Most of them are still under direct ministerial supervision today.

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

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

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

---

[2] Cf. https://static.daad.de/media/daad_de/pdfs_nicht_barrierefrei/der-daad/zahlen-fakten/daad-laenderstatistik_327.pdf (in German; accessed on November 4, 2022)
[3] Cf. https://static.daad.de/media/daad_de/pdfs_nicht_barrierefrei/infos-services-fuer-hochschulen/laendersachstaende/expertise-zu-themen-laendern-regionen/vietnam_daad_sachstand.pdf: Chapter „Bildung und Wissenschaft" (in German; accessed on November 4, 2022)

A first important reform step was the establishment of two national universities in Hanoi and Ho Chi Minh City and three regional universities in Thai Nguyen, Hue and Danang from 1993 to 1995. Specialised universities have been grouped together under one umbrella to form a university with a broad range of subjects (for example, Thai Nguyen University of Agriculture & Forestry under the umbrella of Thai Nguyen University). These five "umbrella universities" offer a comprehensive range of subjects and are also mandated to conduct research in addition to teaching. The same is now true for other universities such as the Hanoi University of Science & Technology (HUST) or Can Tho University in the Mekong Delta.

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

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

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

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

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

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

According to the German Federal Foreign Office, the political system is based on the Communist Party's sole claim to power. A significant improvement in economic and social rights since opening up in the 1980s is offset by severe restrictions on freedom of expression, the press, assembly and association and the scope for critical engagement on the part of civil society.[4] In Vietnam, the key decision-makers in a university are mostly members of the Communist Party. The Communist Party is involved in a university's affairs through a party leader, and political guidelines and limits must be observed (DAAD Hanoi, 2022). The Communist Party of Vietnam (CPV) claims a role in all areas of the country's politics and society.

---

[4] Cf. Vietnam: Politisches Porträt (2022). https://www.auswaertiges-amt.de/de/aussenpolitik/laender/vietnam-node/politisches-portraet/217342 (in German; accessed on September 01, 2022)

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

The University of Economics Ho Chi Minh City (UEH) was officially established on October 27th, 1976, as the first university of economics and management in Southern Vietnam, tasked with the duties to train researchers, managers, and teaching staff in the field of economics. UEH was among four public universities to be granted autonomy by the Vietnamese government in 2014. Further, it is among the Top 551+ best universities in Asia in 2022 according to the *QS Asia University Rankings 2022*.

UEH's vision, mission, values, and the code of conduct are stated in the regulations on organization and operation of the University. According to UEH, its vision, mission, values, and goals are reflected in the profiles of the individual departments, Schools, and study programmes (cf. page 12 self-assessment report). For the period 2020-2025, with a vision to 2030 UEH has formulated the following vision, mission, values, and objectives:

Vision: By 2030, UEH will become a multidisciplinary university with reputable academic influence within Asia and sustainable development.

Mission: UEH mission is to *Enhance Knowledge Acquisition, Breed Young Talents, Global Integration, Pioneer of Innovation & Creativity,* and *Promoting Contribution to Public Services*.

Values:

- To realize and recognize both the learners' and society's needs for personal and professional development;

- to disclose and discuss scientific findings with relevant organizations and businesses;

- to establish a highly capable workforce with diverse expertise, dexterity, strong sense of responsibility and ethics;

- to encourage the creative adaptation of technology in teaching, researching, and learning; and

- to maintain pride in and uphold the University's long-standing traditions.

Objectives: To become a multidisciplinary and multi-sector university and meet the qualitative criteria for a research university, and to be included in the top 400-500 in the QS Asia University Rankings by 2025, and in the top 1000 in the World University Rankings by 2030.

UEH has continuously adjusted its Vision, Mission, Values, and Objectives as it moves through different development stages and faces major changes in directions, mechanisms, and policies by the government and the Ministry of Education and Training (MoET) (cf. page 7 self-assessment report).

Overall, UEH has 16 Schools and Institutes, 35,000 students, close to 250,000 alumni, 9 professors, 51 Associate professors, 189 lecturers who hold a PhD, and 277 lecturers with a Master's Degree. UEH offers bachelor (full-time and part-time), master (application-oriented and research-oriented), and doctoral programmes in business, economics, law, government, technology and design. UEH offers three types of programmes. The standard programmes are taught in Vietnamese with an offer of 29 study programmes, the Advanced programmes are taught partially in English with an offer of five study programmes, and the Elite programme which is managed by UEH International School of Business which are fully offered in English.

The University's traditional study programmes include Economics, Investment Economics, Busi-

ness Management, Commercial Business, Human Resource Management, International Business, Marketing, Finance - Banking, Accounting, and Tourism Management. Most of UEH's students are enrolled in these programmes.

Since the 2010s, the University has aimed to become a multidisciplinary, multi-sector, and internationalized research university. Therefore, it developed new study programmes with a focus on the application of information technology in management and business, such as Management Information Systems, Electronic Commerce, Software Engineering, Data Science, Real Estate, Public Management, Public Policy, Urban Design, Hospital Management, and Logistics and Supply Chain Management.

The University's study programmes aim at producing specialists with good expertise who are making successful and effective contributions to organizations, public sector agencies, and the private sector in the fields of economics, administration, management, and business five to ten years after graduation. After ten years after graduation, graduates should become highly qualified experts, capable of holding important management positions. UEH strives to fulfil the demands of the labour market in Ho Chi Minh City and in the southern provinces of Vietnam, with the aim of its graduates to also being capable of entering the regional and international labour market.

In its founding years, graduates were mainly employed in the public sector e.g., in local government organizations, socio-economic departments, financial institutions, state-owned enterprises, intermediate schools, colleges, and universities, and in research institutes and centres for economics, finance, banking, human resources, and administration. Since the 1990s, graduates are mainly employed in the private sector in enterprises, joint ventures, foreign direct investment enterprises, international banks, joint venture banks, joint-stock commercial private banks, management boards of industrial zones/clusters, and export processing zones. A small number of UEH graduates work as freelancers, or started a family business.

The University conducts annual surveys six months to one year after graduation on the employment status of full-time programme graduates asking about employment status, the employment sector (foreign, private, state-owned, self-employed), average income, job satisfaction, institutional learning environment, and lifelong learning needs. Open questions are also included to obtain graduates' comments and feedback on their taken study programmes. The rate of graduates having a job from six months to one year after graduation by scientific disciplines can be seen in the table below[5]:

---

[5] Source: Aggregated data from UEH

Table 2: Rate of graduates having a job from six months to one year after graduation by scientific disciplines

Disciplines	2016	2017	2018	2019	2020
Economics	89.7	89.4	91.5	98.0	96.8
Business Administration	91.8	90.7	90.7	97.0	100.0
Commercial Business	na	97.8	97.8	98.0	96.9
International Business	95.8	92.0	92.0	95.0	96.3
Marketing	95.0	92.0	92.0	94.0	95.7
Finance-Banking	95.7	92.1	93.7	96.0	94.7
Accounting	98.1	98.0	98.0	99.0	100.0
Management Information Systems	100.0	100.0	100.0	100.0	100.0
Law	100.0	71.4	71.4	83.0	100.0
Tourism	na	na	na	93.0	100.0
English language	na	na	na	na	100.0

Survey results are used to evaluate the success of the individual study programmes and graduates' ability to adapt to the labour market, and for the University to identify areas for improvement.

Study programmes are developed based on the development strategy of the University and on the National Qualification Framework (VQF), and are implemented according to the process of developing, appraising, and promulgating study programmes.

The undergraduate study programmes have a total training duration of 3.5 to 4 years awarding 120-125 credits, including the common basic course modules covering Soft Skills, Entrepreneurship, Critical Thinking, English language, and Information Technology, the common basic disciplinary modules, the specialty course modules, the optional course modules, and the internship module.

The master's degree programmes award at least 60 credits and take 1.5-2 years, with either an application-oriented or research-oriented focus, and include basic knowledge modules, specialized/major knowledge modules, and the graduation thesis/project.

The doctoral programme consists of 90 credits, including up to 16 credits for compulsory or elective modules, and 74 credits for research, composing a dissertation, and publishing research results in the form of a scientific article. The total training time is 4-5 years.

UEH aims to align its research topics with the University's mission, vision, and development goals. Social Sciences & Management are UEH's most important research areas with a focus on Finance and Banking, followed by Economics, Marketing, and Management accounting for most of UEH's research articles. To reach the goal of becoming a multidisciplinary university, UEH gradually increases the number of scientific and technological articles in the areas of mathematics, statistics, and computer science.

UEH further started to develop research networks to learn and apply new research orientation, e.g. Fintech, Urban Design and Management, Actuary, Technology and Innovation, and Digital

Communication and Multimedia Design. In addition, with reference to the QS Asia rankings' international criteria, UEH has analysed and proposed a list of HEIs and countries to promote scientific research cooperation to increase its international rankings. Since then, the University has set out action plans to promote cooperation with many countries and universities aligned with its strategic goals. There has been a total of 453 universities around the world collaborating with UEH authors to publish 543 articles since 2016, namely from Asia Pacific (183 HEIs and 519 articles), Europe (144 HEIs and 227 articles), North America (51 HEIs and 71 articles), the Middle East (39 HEIs and 76 articles), Africa (30 HEIs and 51 articles), and South America (six HEIs and four articles).

With the aim to become a multidisciplinary university that produces a highly skilled workforce for the society, UEH recruits students for its study programmes in economics, law, business, management, technology, and design at undergraduate, graduate and doctoral levels in full-time and part-time. Methods and action plans to define target groups in alignment with the University's education strategy are stated in the University's annual admissions proposals. UEH targets the following groups for its study programmes:

- Full-time Bachelor students: This group is defined as the primary target group. To secure potential candidates among the top high school graduates the University implemented a variety of admissions options. Further, UEH has been annually admitting about 5,000 - 6,000 Bachelor students from the top 10 % best performing high school graduates (cf. self-assessment report page 12).

- Part-time Bachelor students: This group includes working adults who have graduated from an intermediate, associate, or undergraduate programme, wishing to partake in a part-time Bachelor programme to deepen their knowledge, qualification, work capacity, or study a new major to diversify their skills and job opportunities.

- Master students (application-oriented programmes): These programmes are aimed at learners who are working for a state or local government agency or an enterprise. This group of learners are provided with additional, current, and higher-level technical knowledge, improved analytical thinking skills and ability to apply theories and science-based methods to their own practical problems.

- Master students (research-oriented programmes): These programmes are aimed at learners who wish to become lecturers at educational institutions, researchers for science and technology institutions, analysts in specialized fields, and who wish to pursue a doctoral degree. Research-oriented programmes focus on advanced theoretical knowledge, industrial insights, research methods, qualitative and quantitative analytical skills, and creative thinking that allow learners to carry out independent research.

- International Master students (English-taught programmes): Since September 2021 the University aims to attract international learners, or those desiring to take English-taught master's programmes.

- Executive master programmes students: UEH also targets people who hold leadership roles in private and public organizations and agencies through the Executive Master of Business Administration (EMBA) programme, and the Executive Master's Program in Public Management (EMPM). Those programmes aim to equip and improve knowledge and skills in management and administration for senior managers. Upon graduation, learners are expected to apply scientific methods to management and administration.

- Doctoral students: This programme is aimed at graduates who have finished a research-oriented Master's programme who wish to become university lecturers, or researchers.

After each admission cycle in the undergraduate programmes, UEH conducts an evaluation to make necessary adjustments and improvements.

According to UEH, the University aims to establish and maintain long-term cooperation with business partners and recruiters not only because they employ UEH graduates, but also because they are partners who engage in the University's training and knowledge transfer processes. The University prioritizes establishing partnerships with large economic groups in Vietnam, multinational companies, and reputable recruitment agencies. UEH supports recruiters and graduates through the UEH Job Portal, and implements recruitment support activities, such as the Career Fair Days.

Regarding international cooperation partners, UEH targets foreign higher education institutions which are ranked in the top 400 globally and are accredited by prestigious international organizations. UEH has signed cooperation agreements with 28 HEIs and organizations across Vietnam to organize and implement inter-institutional training, and part-time study programmes. The University's partners include universities around the world, such as Western Sydney University (Australia), ISS-Erasmus Rotterdam University (Netherlands), Lincoln University (UK), Victoria Wellington University (New Zealand) and Massey University (New Zealand).

According to UEH, arrangements for programmes and research and for operations of the organizational apparatus are aimed at ensuring academic freedom for both lecturers and students in research, study, and teaching. Policies issued by the University must enable learners to achieve student outcomes without restraining lecturers' content of research and teaching (cf. self-assessment report pages 15 and 16). According to UEH, this is reflected in the general educational philosophy of the University as well as the educational philosophy of the individual Schools and institutes. The University's vision and mission and the University's regulations on organization and operation in 2019 and 2021 stipulate that one of the University's core values is "academic freedom", in which the University respects all research results and opinions from stakeholders that are objective and science-based and appreciates all constructive criticism (cf. self-assessment report page 16):

"Lecturers have the right to be independent with their professional opinions in teaching and scientific research, as long as they are in alignment with the interests of the State and society."

"Students are respected and treated equally, ensured good learning conditions and opportunities to participate in science, technology, and start-up activities."

With the six core values that shape UEH's activities, including *"UEH Standard of Excellence - Progressive and Resourcefulness - Academic Freedom - Principles of Ethical Practices and Integrity - Accountability - Celebrating Differences - Solidarity and Cooperation,"* the right to academic freedom is specifically expressed through*: "Respect towards objectivity, constructive criticism and science-based claims",* as well as *"Celebrating Differences: The inevitable diversity of a growing globalized world envelops us. Through establishing and maintaining transparency, mutual trusts and appreciation, our unique differences in values, beliefs and individual characters is what distinguishes us from the crowd"* (cf. self-assessment report page 16).

In the code of conduct for UEH officials and students, the rules of conduct in learning, teaching, and scientific research are specified with an emphasis on honesty, objectivity, respect for di-

versity, and respect for differences between individuals, and actions based on scientific arguments.

According to UEH, it respects the academic freedom of its faculty and students. Lecturers are free to express their personal views in teaching and contribute ideas to develop study programmes, conduct scientific research, and serve the community. UEH creates opportunities for lecturers to access advanced study programmes in developed countries to complete higher education levels. From a student's perspective, academic freedom is reflected in the University's credit-based training regulations, whereby students can register for courses, and control their learning process. Students are encouraged to express themselves, propose personal opinions, join clubs, teams, groups, and are free to participate in, choose and conduct student scientific research (cf. self-assessment report pages 16 and 17).

According to UEH, the University has issued regulations on scientific research for lecturers, in which it is stated that lecturers are free to choose research topics in alignment with the goals and development strategy of the University. Lecturers are allowed to chair and participate in all topics at national, ministry, local industrial, and institutional level. Research experts are not limited in research content and can freely choose their schedule and workspace. Research groups can be established based on the free selection of participants, regardless of country, age, or qualification, without a limitation in the research scope (cf. self-assessment report page 18).

According to UEH, lecturers have the right to choose domestic and international journals to publish their research results. Lecturers are encouraged and free to decide to participate in journal peer reviews, join international associations, and participate in national and international conferences. Researchers are encouraged to publicly share their research data as soon as they publish research results in national and international publications.

Based on the results of the strategic plan for the period 2016-2020 and the opportunities and challenges UEH faces in the future, the UEH Leadership implemented the strategic plan for the period 2020-2025, with a vision to 2030. To develop this strategic plan, UEH established a *Steering Committee* and a *Strategy Preparation Board* and collected comments from UEH Leaders and adjusted the *Strategic Plan*. The strategic development plan for the period 2020-2025 is built around the University's vision to become a multidisciplinary university with an academic reputation and sustainability in Asia by 2030, with the mission to enhance and elevate knowledge acquisition, breed young talents in the age of globalization and integration while pioneering in innovation and public services.

UEH deploys the strategy to its units by assigning annual Key Performance Indicators (KPIs) and Objectives and Key Results (OKR), and has established groups to implement key projects and achieve the objectives of the period 2020-2025, including:

- Restructuring UEH into a multidisciplinary and multi-sector university.

- Providing high quality human resources at international level (Improving training quality).

- Developing scientific and technological research.

- Enhancing UEH's academic reputation and international standards.

- Mobilizing resources for UEH's development.

- Developing sustainably.

To implement the *Strategic Plan* for 2020 - 2025, UEH carried out several activities to become a multidisciplinary and sustainable university, such as the formation of the three UEH Schools

namely the Business School, School of Economics, Law and State Management, and the School of Technology and Design who also focus on multidisciplinary and sustainable research, and through community service by implementing the zero-waste school project.

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

UEH has formulated a clear and comprehensible mission statement and developed a corresponding profile. The panel believes that UEH is on a good way to become a multidisciplinary university. The high employment rate for students after graduation shows that the profile is also plausible with regard to graduates' employability.

UEHs profile is plausible with regard to its specialisation, its study offers and formats, the employability of its graduates and its research activities. UEH also strives to become more international, and further to become a leading university in South East Asia. The panel members encourage UEH to continue the path of internationalization. The panel noticed that there is only a small number of international students studying at UEH. The panel welcomes UEH's measures to increase the share of international students, such as increasing the number of study programmes using English as the core language, increasing the number of joint study programmes with international partner universities, and providing the main regulations, procedures and documents in English, as well as the UEH website.

UEH has defined its target groups and they correspond to its profile. It has a strong orientation towards the professional field and has a close cooperation with companies.

With regard to UEH's strategic objectives, the panel is overall positive about UEH's Strategic Plan for 2020-2025. In the panel's opinion, the KPIs and the processes are in line. During the online conference, the panel formed the view that the faculty members are aware of the developed strategic goals and that they are internally communicated.

In the online visit, the faculty stated that they have the freedom to design the curricula together with the Schools in alignment with the strategy of UEH and the Schools.

The faculty stated that in regard to research, faculty has the freedom to choose research teams, topics, while following the internal research regulations and guidelines.

With regard to the freedom of research and teaching there were opposing views among panel members. Therefore, there are two panel votes, which result in a recommendation (vote 1) and a condition (vote 2) respectively.

Vote 1: Four (4) panel members (Prof. Barthel, Mr. Bohlens, Prof. Glasberg, and Dr. Vo Dai) concluded:
The panel believes that the freedom of research, study, and teaching is ensured. Even though the University defines guidelines for research, faculty staff is not subject to discretionary power regarding research and teaching. However, the panel **recommends** that the freedom of research could be communicated more strongly in the relevant regulations.

Vote 2: Two (2) panel members (Prof. Bergemann and Dr. Imhof) concluded:

Except for the area of research, UEHs profile is plausible with regard to its specialisation, its study offers and formats, the employability of its graduates and its research activities. The freedom of research and teaching is not ensured. While stipulated in the self-assessment report as well as during the interview-sessions that the principle of the freedom of research

and teaching is observed, this claim could not be validated through evidence.

In the Bachelor programmes, it is mandatory to include full-semester courses treating:
- Marxist-Leninist Philosophy
- Marxist-Leninist Political Economy
- Scientific Socialism
- Ho Chi Minh's Ideology
- History of the Vietnamese Communist Party

The publicly available data could not support the university's claim that the principle of freedom of research and teaching is ensured. Evidence that the faculty is free of third-party discretionary intervention regarding research and/or teaching topics could not be provided.

Therefore, the panel members recommend the following **condition** (vote 2):

- The University ensures academic freedom of research, teaching and study.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X[6]	X[7]
(5) Strategic Objectives			X	

---

[6] Panel vote 1
[7] Panel vote 2

II. Management Structure and Quality Management

UEH has several management units, such as the UEH Administration Department, the UEH Department of Student Affairs, the UEH Board of Dormitory Management, the UEH Department of Human Resources, the UEH Department of Marketing and Communication, the UEH Department of Inspection - Legal Affairs, the UEH Department of Undergraduate Studies, and the UEH Department for Continuing Education. UEH has further established the Institute of Innovation, the Institute of Applied Mathematics, and the Institute of Smart City and Management. The organization and management structure of UEH University in 2021 is shown in the figure below.
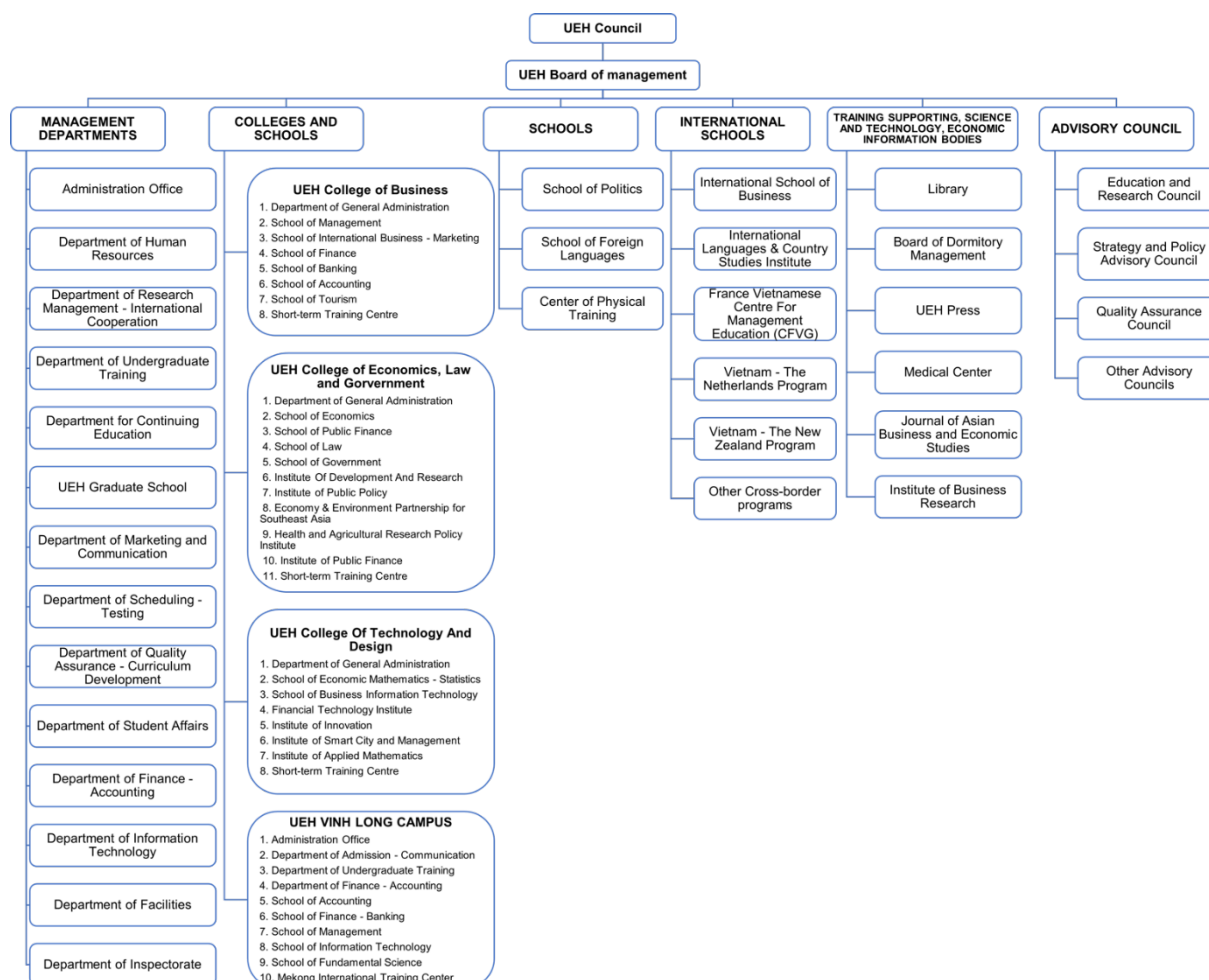
UEH issued Regulations on the University's steering committees and organizational structure: The **UEH Science and Training Council** advises the President on planning, development strategies, objectives, study programmes, long-term and annual plans on training, science, and technology.

- The **Advisory Council** advises and assists the President in addressing issues related to the University's development strategies and on other tasks as requested by the President.

- The **Quality Assurance Board** consists of 37 members who are University leaders and leaders of management and training units. The Board's duty is to advise the President in

planning, organizing, and implementing the work of ensuring education quality in accordance with current regulations.

- The **Department of Quality Assurance and Curriculum Development** (**QACD**) is a unit specialized in Quality Assurance to plan and implement quality assurance operations throughout the University. Education Quality Assurance activities are implemented in accordance with regulations and reported to the University Leaders monthly or as suitable for specific QA tasks. The QACD has eight staff members: two leaders, three specialists of quality assurance, two specialists of programme development, and one specialist of IT. The tasks of the QACD are to propose quality objectives, to advise, to consult, to organize the implementation of quality assurance activities, to accredit education quality, and to develop study programmes of the University.

- Further, the University established 40 QA teams at functional departments, schools/training institutes, centres under UEH. QA teams are grassroots level units that organize the implementation of quality assurance activities at the educational institution level or study programmes depending on the nature of the unit and specific assignments.

The University of Economics Ho Chi Minh City has eleven campuses in Ho Chi Minh City and, additionally the Vinh Long Campus. Vinh Long Campus is an official branch of UEH in Vinh Long province, Mekong Delta. Its functions include undergraduate and postgraduate training, provision of short-term training courses, scientific research, and technology transfer within the functions and tasks of UEH in accordance with law. The University manages Vinh Long Campus by promulgating the Executive Management Regulations with the goal of effectively managing. Further, UEH appointed a Vice President to take a concurrent position as the Director of the Vinh Long Campus. UEH issued several regulations to regulate Vinh Long Campus' organizational structure and operation such as the *Regulations on organization and operation of Vinh Long Campus*, and the *Decision on the organizational structure and the functions and tasks of the belonging units*.

The Department of Facilities, the Department of Information Technology, and the Department of Student Affairs are responsible for the logistics among the locations. The University uses an Asset Management software allowing University officials to manage assets including procurement, repair, management, transfer, and return of assets. The IT Department directly manages the University's IT system. UEH built a software system for the management of all operations to ensure operation of all activities of the University including the UEH website system, function management software, and the UEH e-learning system. UEH manages its operations and activities by communicating to each campus and member, including UEH employees and students through the UEH email account system.

UEH is determined to pursue the goal of "Quality". This is the first core value affirmed in the UEH Development Strategy for the period 2016-2020, and the six key strategies and nine development projects for the period 2020-2025.

Achievements from the quality management process and the implementation of action plans have helped UEH set forth the principle of linking quality assurance activities with UEH's vision, mission, and strategic goals. Since 2012, the University has issued a quality policy to enhance the effectiveness of quality assurance activities to foster and improve quality according to selected national and international standards.

Based on an effort to maintain the commitment of UEH leadership to quality, and based on the set strategic directions, the management units conducted operating procedures established following ISO standards, the implementation of management procedures, the evaluation of the

practice of applying management procedures using quality assurance tools, and propose improvement solutions. This approach applies to the areas of training, scientific research, service delivery, and to the administration of the University.

To achieve the goal of quality, UEH has developed a roadmap and plan for self-assessment, external assessment, and quality accreditation for study programmes and educational institutions for 2022-2026.

In its **Quality Assurance Handbook**, UEH presents the internal quality system, procedures, processes, and regulations in quality assurance that the University is committed to implementing for students. The handbook outlines the University's quality standards, describes the operations of the University's Internal Quality Assurance (IQA) System, processes and guides the implementation of the **PDCA cycles** for units across the University.

The instruments of quality assurance applied at UEH include:

- Monitoring instrument:
    - Reports: monthly, midterm, annual reports of Schools and departments, annual reports at UEH level, and annual plans of the corresponding units
    - Student progress evaluation: semester and annual based average scores, provided by the Department of Undergraduate Training, Graduate School, and the Department for Continuing Training
    - Feedback from the labour market and alumni: Is planned to start in 2022 at UEH level. Prior to 2022 it was conducted only by some Schools and programmes.
    - Research performance such as rate of student participating in research activities, number and rate of academic staff participating in research, number of publications on international and Vietnamese recognized journals, rate of publication per academic staff, and rate of academic staff completing research task

- Evaluation instruments:
    - Student evaluation: semester and annual based average scores provided by the Department of Undergraduate Training, Graduate School, and the Department for Continuing Training
    - Course evaluation: semester-based course quality evaluation; review and adjustment of syllabus and programmes (once every two years)
    - Research evaluation: annual evaluation by UEH, Schools and academic staff levels
    - Service evaluation: annual taken by student and staff

- Special QA processes:
    - Assurance student assessment: midterm and course final evaluation by course, taken by lecturers and aggregated by the Dept. of Scheduling and Testing
    - Assurance quality staff: annual taken by student by the service quality survey; KPIs/OKRs annual evaluation by units and aggregated by Dept. of Human Resource Management
    - Quality assurance facilities: annual taken by student by the course quality survey, annual inventory of assets

- Quality assurance student support: annual taken by student by the service quality survey

- Specific QA Instruments:
  - SWOT analysis: applied to establish UEH's and Schools development strategies
  - Information system: integrated indicators for publication, reports to MoET, U-Multirank, Webometrics, QS, THE
  - Quality Handbook: version 2016 and version 2021

The UEH Board of Management sets up KPIs basing upon strategic plan of UEH. In order to ensure quality operation, subsidiary units are assessed in some criteria by using key performance indicators. KPI are built in accordance with the strategic development of UEH. At the end of the year, the results of indicators are analysed to support the improving training activities, scientific research, community service and quality assurance. Every year, UEH defined KPI in some areas: academic reputation, employer reputation, faculty/student ratio, published paper per faculty, citation per paper, international research network, staff with PhD, international faculty, international student, inbound exchange students, outbound exchange students.

The Code of Conduct for UEH Learners, and the UEH Code of Conduct for Officers were designed to help the parties understand what problems they are facing, limit conflicts, know how to work together to solve and relieve tensions to keep them be reconciled and find the best solution for the parties. When the level of conflict is only minor regarding conflicts, differences, and questions that need to be resolved, functional management units will be involved in resolving conflicts from the beginning:

- The Department of Student Affairs (DSA) is responsible for most of students' complaints. The DSA receives complaints via telephone, email or face-to-face. In all cases, DSA staff will transfer the complaints to the responsible units for responses. All complaints are kept anonymous.

- Internal stakeholders, e.g., administrative and academic staff can give complaints via the Union. The UEH Union has to transfer the complaints to the responsible units for responses or UEH's Board of Management. All complaints are kept anonymous.

- The results from the survey of students participating in online learning show that some objective factors such as class size, new learning methods, and external influences, and technical difficulties affect the learning and teaching process. Based on the survey results, the lecturers in collaboration with DSA discussed so that students could understand and share common difficulties with lecturers in online teaching.

- If a student is not satisfied with their results, the student can submit a review application directly to the UEH Department of Scheduling - Testing, specifying the reason for the request for review and re-evaluation of the test, and the application form in accordance with regulations. The procedure is stated in the *Regulations on examination, examination and evaluation of final exams and graduation exams*.

UEH also promulgated the procedure of handling complaints and denunciations, applicable to complaints and denunciations to be handled under the authority of the President based on the Law on Complaints and the Law on Denunciations, together with the UEH Department of Inspection - Legal Affairs. However, this is the most severe form of conflict resolution. The purpose of these regulations and procedures is to ensure that the complaint and denunciation

settlement procedure complies with the order of legal documents, and ensures legitimate rights and interest stakeholders.

Stakeholder groups, as defined by UEH, include internal stakeholders and external stakeholders. Internal stakeholders include officials and learners. They are involved in the quality management as follows:

- Leaders of UEH units, lecturers and management staff have access to the resolutions of the University's leaders on school governance, and can participate in activities to disseminate the work plan on quality assurance in the educational institution. Further they regularly participate in the University's governance activities and the University's quality management process.

- Lecturers and management staff can report directly to their units, or to the UEH Department of Inspection - Legal Affairs, the UEH Department of Human Resources, the UEH University, or through the People's Inspectorate channel, the Trade Union of units and the Trade Union of the University.

- Learners contribute ideas by responding to annual course quality and service quality surveys and direct feedback channels with the UEH Department of Student Affairs and other functional management departments.

UEH students be a member of the UEH Council if the student is the representative of the Youth Union as well as be part of the Executive Committees of the Youth Union. Further, the President of Youth Union is a member of the IQA Board.

External stakeholders mainly include business partners, public or private sector employers, and alumni. External stakeholders can access the resolutions of the University's leaders on university governance through the University Council. They can further attend press conferences and meetings to disseminate QA in relevant educational institutions, participate in activities to build the University's mission, vision, and development strategies, consult on learning outcomes and study programmes, comment on programme development policies, and evaluate study programmes.

Appraisal „Management Structure and Quality Management":

The HEI's bodies, academic committees and offices as well as their tasks and competencies are transparently defined. The HEI's management and self-governing structures are functional and effective. However, the panel **recommends** to include graphical charts as well as process flow diagrams into the quality handbook, as well as to more clearly define and visualize the responsibilities as to who the process participants are and who is responsible.

The management structure ensures UEH's functioning operations across all of the UEH's locations.

UEH pursues a comprehensible strategy in terms of its quality management.

The implemented quality management system is suitable to regularly examine the quality of the HEI's different areas of performance and to ensure a consistent development. The competencies in the area of quality management are clearly regulated. The panel noticed that quality assurance tools should be further solidified as some of the defined instruments have not yet been carried out, as they were only introduced about one to two years ago.

The quality control loops and instruments of quality management are meaningfully connected and aligned to the HEI's different areas of performance. Regarding the employer survey, the response rate is fairly low. Therefore, the panel **recommends** to develop a concept to increase the participation rate in the survey of employers, the industry, the labour market, and other relevant stakeholders.

The HEI has established an effective escalation management on all levels which also give stakeholders the possibility for anonymous complaints.

The HEI's members (teaching staff, administrative staff) as well as external stakeholders are involved in the system and are given the opportunity to take an active role within the quality management. However, students are not sufficiently involved in the quality management processes. For students to become more involved in the further development of study programmes, the panel recommends the following **condition**:

- UEH involves student members in the committees responsible for quality assurance.

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities				
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation				X

III. Studies and Teaching

Study offer and qualification objectives
UEH's offer of educational programmes at Bachelor, Master, and PhD level is listed in the table below:

Table 3: Offer of education programmes at UEH

Bachelor degrees	Master degrees	Doctoral degrees
Economics	Political Economics	Political Economics
Investment Economics (inc.)	Development Economics	Development Economics
Real Estate (inc.)	Economic Management	Human Resource Management
Agribusiness (inc.)	Finance - Banking	Finance - Banking
Economic Mathematics	Business Administration	Business Administration
Economic Statistics	Commercial Business	Commercial Business
Business Administration	Accounting	Accounting
International Business	Public Policy	Theory of Probability and Statistics
Commercial Business	Public Management	Statistics
Marketing	Economic Law	Economic Law
Logistics and Supply Chain Management	Constitutional and Administrative Law	
Finance - Banking	Economic Statistics	
International Finance	Economic Mathematics	
Insurance	Management Information Systems	
Accounting	Human Resource Management	
Auditing		
Management Information Systems		
Electronic Commerce		
Software Engineering		
Data Science		
Tourism and Travel Services Management		
Hospitality Management		
Public Management		
Hospital Management		
Human Resource Management		
Law		
Economic Law		
Urban Design		
English Language		

Based on the University's and the respective School's vision and mission, the University's study programmes aim at producing specialists with good expertise who are making successful

and effective contributions to organizations, public sector agencies, and the private sector in the fields of economics, administration, management, and business five to ten years after graduation. After ten years after graduation, graduates should become highly qualified experts, capable of holding important management positions. UEH strives to fulfil the demands of the labour market in Ho Chi Minh City and in the southern provinces of Vietnam, with the aim of its graduates to also being capable of entering the regional and international labour market.

The learning outcomes design includes the three groups of competencies *Knowledge*, *Skills*, and *Autonomy and Accountability*. Learning outcomes include having comprehensive knowledge of the economy, politics and the society, having the ability to understand, analyse, evaluate, and apply basic knowledge, and meeting the English learning outcomes at or above the National Foreign Language Competency Framework level 6. Graduates should also be able to have teamwork skills, analytical and practical problem-solving skills, communication and negotiation skills, skills in quantitative data analysis and information technology application. Learning outcomes related to autonomy and responsibility focus on personal awareness and behaviour, ensuring professional ethics, objectivity, fairness, accountability in professional work, and meeting the requirements of a modern and multicultural workplace. Further, graduates should be able to integrate into the global university community.

<u>Study programmes' quality</u>

The University submitted with the self-evaluation report curricula, syllabi, CVs of teaching staff, and supporting documents for the Bachelor programme "International Business", the Master programme "Development Economics" as well as for the PhD programme in "Accounting".

The University strives to develop and revise its study programmes according to international standards as follows[8]:

- The design of a study programme includes programme objectives and learning outcomes in line with the University's goals, vision, and mission. Further, stakeholders such as employers, industry experts and alumni were consulted to adjust programme objectives and learning outcomes with societal requirements.

- Course learning outcomes correspond with the programme learning outcomes.

- Teaching materials, teaching methods and student assessment methods correspond with the course learning outcomes.

- Learning outcomes are in accordance with Bloom's Taxonomy in terms of knowledge, skills, competencies, and attitudes.

- Course syllabi must include matrices of course learning outcomes, and assessment methods.

The matrix of student outcomes and the competency level is supposed to reflect the compatibility of programme objectives to the competency level and the Vietnamese Quality Framework. The programme objectives of the study programmes Bachelor in International Business, Master in Development Economics, and the Doctoral programme in Accounting are designed with regard to the corresponding levels. Individual educational courses represent the reflection from the programme objectives. From there, the contents of the courses are determined.

---

[8] Tài liệu hướng dẫn tổng rà soát, điều chỉnh và biên soạn CTĐT năm 2020/Guidelines on comprehensive review, revision and edit of programs 2020

Based on these courses, the course list, the programme mapping, the matrix of learning outcomes, and curriculum are designed as the core components of the study programmes.

The opening of new study programmes is subject to the University Council's approval, with stakeholders consulted on decisions concerning teaching, research, and community service policies. The curriculum development and appraisal council involve stakeholders, such as lecturers, experts, and employers, and is subject to the UEH's Science and Training Council's review and approval (cf. page self-assessment report page 17).

The course syllabus has a standard structure regulated by UEH. It provides the legal and professional basis for teaching. The syllabus must include the course description, course learning outcomes, the matrix of course learning and the programme learning outcomes, learning materials, the course teaching plan, student tasks, student workload, and the student assessment and examination forms.

Depending on the nature of each course, the lecturer can choose a suitable combination of teaching methods. The teaching methods applied in a programme can include lectures and practical work. The practical work can be a combination of seminars, simulations, field trips, discussions, exercises, computer-based trainings, and case studies.

Students are assessed on a 10-point scale. In each course, lecturers design rubrics depending on their teaching methods. Lecturers have the right to choose the evaluation rate (%) in each form of assessment such as class attendance, discussion, short assignment, presentation, project report, midterm exam, and final exam. There are various formats to take the final exam: multiple choice quiz, essay, presentation essay, and non-presented assignment. Assessment and examination forms must be published in the syllabus and presented to students at the beginning of a course. Regarding the Master's thesis, the student is evaluated according to the application-oriented or research-oriented scorecard. At the doctoral level, a PhD student must follow a process of evaluation that includes the evaluation of their dissertation at the Final Evaluation Council.

The University's admissions process applies to all undergraduate study programmes offered by the University. Annually, the University issues the Admissions Regulations at the beginning of the year to provide a basis for admissions in the same year. Admission regulations are built based on the MoET's regulations with additional regulations to ensure both the number of selected candidates, and the qualification of the recruited students.

For most Master's programmes related to Economics, Business, and Management, applicants need to take an English proficiency test, the Graduate Management Admissions Test (GMAT) in Vietnamese, and a test on a specialized subject depending on the chosen discipline. To apply to a Master's programme in Economics, Business or Management, a student needs a Bachelor's degree in one the afore mentioned disciplines. If a candidate has a Bachelor's degree in another discipline, they be required to complete additional basic courses according to the regulations of the University before taking the entrance exam. For Master's programmes in law, a Bachelor's degree in law is a prerequisite for the entrance exam.

UEH sees itself as a leading university in the fields of economics, business, and management in southern Vietnam. Therefore, many of UEH's study programmes have an important position in both the educational sector and the labour market. The Bachelor in International Business study programme is a competitive programme according to UEH. Graduates of this programme are prepared to work in the private sector, import-export businesses, foreign enterprises, multinational corporations in Vietnam, and international organizations. The Master's Degree in Development Economics is a highly-recognized programme according to UEH that aims at

equipping its graduates to work as economic managers in both the public and private sectors, e.g. as managers in public institutions, state administrative agencies, government organizations, and as specialists in the fields of economic management, development, and research at central ministries and agencies based in Ho Chi Minh City, and other provinces in the Coastal Central, Central Highlands, Southeast and Mekong Delta regions. The PhD in Accounting has a long tradition at UEH. Graduates are able to work at accounting human resources for public organizations, state-owned enterprises, private enterprises, foreign enterprises, and multinational companies operating in Ho Chi Minh City and the southern region.

Students follow a pre-set curriculum and learning schedule. According to UEH, it is therefore difficult to reduce the programme workload and allocate more credits to courses related to the study discipline.

Research transfer to the areas of studies and teaching

The University's regulations include considerations of combining research with teaching, and include prioritizing research topics that involve students, as well as research directly related to a lecturers' fields of teaching, and research that can be developed into case studies.

In its internal documents regulating scientific research activities, the University stipulates the goal of knowledge transfer from research activities to teaching activities as follows:

- Writing and publishing books for teaching, including monographs, reading materials, study guides, and case studies for teaching is encouraged.

- UEH aims to develop and sponsors case studies that link theories with the Vietnamese context, in cooperation with enterprises, agencies, and organizations, and that are created based on real data. 38 case studies have been registered in study programmes offered by the Schools.

- Research is a compulsory activity for students of the high-quality study programmes, and is encouraged for students in the other study programmes. Annually, UEH students join student research competitions, such as UEH 500, and Eureka. In 2021, 164 student research projects were submitted, of which 123 students won the Young Researcher Prize, and five students won the Applied Econometrics Olympic Prize.

Quality assurance

UEH evaluates the quality of teaching through an online course quality survey twice a year to collect student feedback on teaching as a basis for continuous improvement and enhancement of the training quality of the University. The course quality survey also contributes to assessing the quality of online training. The Department of Quality Assurance and Curriculum Development (QACD) is in charge of conducting the course quality survey. The QACD collects comments from the Schools for the questionnaire and updates it yearly. The QACD collaborates with the UEH Department of Information Technology, the UEH Department of Undergraduate Studies, and the UEH Department of Scheduling - Testing to build and update a data system for the surveys. The QACD processes the collected data, analyses it, writes survey reports, and sends the results to the UEH University, lecturers, and the units. Units receive the survey results, review, and evaluate them and conduct improvement planning. The course quality assessment scores also contribute to the end-of-year work evaluation results of the lecturers.

The results of the course quality survey are aimed to help teachers to adjust the module content, their teaching methods, and assessment methods of learning results.

The University conducts annual surveys six months to one year after graduation. The survey results provide information on the employment status of the graduates, the students' ability to enter the labour market, and the need for further study after graduation. This information helps the University to adjust enrolment targets, to evaluate the success of its study programmes, and to develop new study programmes and methods. The UEH Department of Quality Assurance - Curriculum Development processes the data collected from the survey system, sends the survey results to the University, relevant units, and the MoET upon request.

The University has issued regulations and procedures for programme and institutional accreditation in line with the requirements of MoET. Study programmes are evaluated, reviewed, and adjusted every two years. After a five-year cycle, the study programmes are comprehensively reviewed and adjusted regarding the educational objectives and learning outcomes, the knowledge modules, and the course and curriculum structure following the University's regulations, legal regulations, the domestic and international labour market requirements, as well as by taking the trends of the national and international higher education market into consideration.

A formal process for checking that the teaching materials are up-to-date is not developed yet. The lecturers are supposed to check and up-to-date the teaching materials when the syllabi and study programmes are reviewed in the two-year and the five-year cycles.

Cooperation

UEH pursues international cooperation activities to integrate into the community of regional and international universities, and attract scientists and foreign experts to contribute to study and research at UEH. UEH aims to achieve this goal among other things by developing joint study programmes with international universities to learn from their experience in organizing and operating study programmes. UEH encourages Schools to be proactive in finding and building international networks. UEH has signed MOUs/MOAs with partners in more than 120 countries around the world on all continents concerning research cooperation, student and lecturer exchange, organization of international conferences and seminars, and implementation of joint programmes[9]. The signing of cooperation documents with foreign partners is standardized[10].

UEH has established joint study programmes with partners such as Northwestern University (USA), Queens University of Technology (Australia), Western Sydney University (Australia), Erasmus Rotterdam University (the Netherlands), Victoria University of Wellington (New Zealand), and University of Dublin - Trinity college (Ireland). Currently, UEH has 24 study programmes with international universities in the world, namely six Bachelor's degree programmes, 15 Master's degree programmes, and three Doctoral programmes with partners such as the Netherlands Institute of Social Sciences ISS, Lincoln University (UK), Hasselt University (Belgium), and University of Rennes 1 (France) with the aim to create opportunities for UEH students to experience an international learning environment.

UEH is also collaborating with international HEIs regarding student exchange, such as Monash

---

[9] https://ueh.edu.vn/en/global-exchange/mou/)
[10] based on the Regulation No. 1334/QyD-ĐHKT-VP dated May 5, 2021

University (Australia), Hochschule Wurzburg-Schweinfurt University of Applied Sciences (Germany), and the University of Seoul (Korea).

UEH is also interested in having study programmes recognized by international professional associations. Currently, international associations such as ICAEW, ACCA, CIMA, and CPA are promoting the recognition of study programmes in Corporate Accounting, Public Accountant, and Auditing. Accordingly, the international associations recognize that some subjects are exempted for UEH students after completing the study programme at UEH.

In addition, the UEH International School of Business (ISB) signed a cooperation agreement with the Institute of Chartered Accountants of England and Wales (ICAEW) to organize seminars and field trips.

Every year, UEH cooperates with businesses to promote career opportunities, and create internship opportunities for its students. For example, Ernst and Young, SAPP Academy, and Mazars Vietnam companies are businesses that have accompanied the Accounting - Auditing club of UEH since 2017 to organize potential CPA exams.

Appraisal „Studies and Teaching":

UEH's study programme portfolio on Bachelor, Master and PhD level corresponds to the University's profile. As UEH strives to become more international, the panel **recommends** UEH to take additional measures to reach the target of becoming more international faster.

The documentation of the presented study programmes demonstrates that UEH is capable of developing suitable concept for its study programmes. They are in line with the corresponding qualification levels. Furthermore, UEH ensures predictability in teaching and examination operations. The didactical approach allows student-centred learning.

During the online conference the panel talked to the president, faculty staff, students, and graduates in order to discuss and assess the admission processes, contents, structure, learning and teaching environment as well as quality assurance instruments for Studies and Teaching.

The mutual relations of research and teaching are designed as to ensure a knowledge transfer from research activities to the area of teaching. During the online visit, the lecturers gave many examples on how they incorporate their research into their teaching. The students that the panel met during the online visit were overall content with the education and the academic support they receive. Regarding research involvement, they stated that students can be part of research projects, that there is a possibility to be a part-time researcher and receive financial compensation, and take part in research competitions. However, the students stated that they wish more resources for research, such as tools for analysing the data, e.g. Stata and SPSS.

In the opinion of the panel, the University has established a quality system that regularly reviews the development of the study programmes. Further, student and alumni surveys are conducted on a regular basis. The panel was also provided with results and templates for review. The used survey for the course evaluation checks on various subjects. However, the panel criticizes the fact that the actual student workload is not systematically analysed and evaluated. A question whether the actual workload of the whole course corresponds with, is lower or higher than the estimated workload (including teaching time, self-study time, and examination) is missing. Therefore, the panel recommends the following **condition A**:

- The University implements a student workload evaluation system for each course which includes a systematic control loop from the survey to the analysis of the results and the implementation of appropriate measures.

The panel further sees room for improvement in becoming more transparent in how the data obtained is used and what measures this leads to, i.e. how the results are implemented. In the discussions with the students and alumni, it was confirmed that regular evaluations take place to improve the study programmes, but it became apparent that there is a lack of communication of the results and the resulting measures. Therefore, with regard to the quality management process, the panel sees the need to establish a formalised process and anchor it in the Quality Management System in order to inform interested and involved parties about the results and the measures to be derived from them.

Therefore, the panel recommends the following **condition B**:

- The University implements a formalised procedure to inform students and alumni about the evaluation results and the quality assurance measures to be derived from them.

The panel identified that the given literature reference per course was not always up to date in the samples provided. To meet the University's self-avowed goal to offer "cutting-edge research and best scholar practices" (see self-assessment report p. 2), the panel recommends the following **condition C**:

- The University develops a process to ensure that the literature and other instruction material included in the module descriptions are relevant and up-to-date.

The HEI holds cooperation agreements with partners from science, businesses, as well as academic and professional organisations in the frameworks of studies and teaching that correspond to its study offer and formats.

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

IV. Research

Research strategy

In its Development Strategy for the period 2020-2025 with a vision to 2030, UEH aims to promote academic communication activities and UEH's academic reputation, enhance research potential and international publications, and internationalize the policies on academic exchange and research collaboration. Further, UEH plans to continue to develop and introduce UEH's interdisciplinary research goals.

UEH wants to achieve its vision of becoming a research-oriented university by conducting the following activities:

- Invest in improving scientific research potential and international publications;

- implement policies to internationalize academic exchange and research cooperations with prestigious regional and international universities;

- implement policies that attract outstanding researchers, and organize more exchange programmes for lecturers and research fellows;

- develop the fund "Connecting Community - Spreading Knowledge - Developing Sustainability" further, and call for investments from enterprises and partners to support funding; and

- invest in the Journal of Asian Business and Economic Studies (JABES) to join the Scopus system in 2023.

The University has implemented a medium-term plan and an annual scientific management plan. UEH has issued regulations on scientific research activities, norms of scientific research, allocation of working hours for scientific research for lecturers, and subjects related to scientific research and teaching activities at the University. UEH has specific regulations on the types of research activities, as well as quantity and quality of scientific research that the lecturers must conduct corresponding to their position and title.

The University's research policies focus on improving the quality of academic research towards international standards. Taking the evaluations of the past years into consideration, the University sets annual targets (KPIs/OKR) for Schools and institutes regarding research activities. The Schools and institutes periodically develop research plans and submit them to the UEH Department of Research Management - International Cooperation for approval. In accordance with the approved plans, the units deploy and report results in a system for declaration and recording lecturers' research hours. Based on state regulations on work policy, the University specifies regulations on work policies and duties of the University's lecturers and research fellows. These regulations provide the basis for evaluating lecturers' scientific research results at the end of the year.

Annually, the Department of Research Management - International Cooperation produces evaluation reports on the implementation of the University's research strategy. Implementation results are reported and commented on at the relevant annual Year-End Conference and periodic conferences to review research activities.

According to UEH, analytical reports on UEH's scientific research show the improvement in both quantity and quality of UEH's international publications which contributes to the improvement of UEH's rankings, e.g., in the QS Asia 2021 (Top 601+), and the QS Asia 2022 (Top

551-600), SCImago Institutions, and Webometrics rankings as scientific research plays a significant role in the criteria of the rankings (cf. self-assessment report page 63). Thus, UEH has oriented its strategy from *"Providing an excellent education - research environment"* to the strategy for 2016-2020 *"By 2030, UEH will have become a multidisciplinary university with reputable academic influence within Asia and sustainable development"* in the strategy for 2020-2025).

According to UEH, the absence of private funding, and limited resources from the state budget, limited financial resources for scientific research activities are an important challenge to the University.

According to UEH, it promotes academic freedom through the initiative of faculty members in pursuing relevant areas of research expertise, the initiative in research pathways, and the encouragement of research publication in international journals. The University's policies on considering and granting funds and awards for internationally published articles are made publicly accessible and aim to promote the internal scientific research capacity of the UEH faculty. In addition, policies to promote cooperation in scientific research and to invite collaboration with international researchers are also encouraged by the University (cf. self-assessment report pages 17 and 18).

Research activities

The President or one Vice President takes primary charge of scientific research activities, while the UEH Department of Research Management - International Cooperation is responsible for managing and coordinating units in organizing, monitoring, and evaluating the implementation of annual scientific research plans.

The organizational structure of the University's science and technology activities can be divided into three groups:

- Group 1 includes units that conduct scientific research activities, including Schools, research institutes, research centres, and research groups. Research institutes are assigned tasks and powers to contribute to the strategy of developing UEH into a research university. Training units' research activities are organized and implemented under the management of their scientific councils. UEH has founded ten research groups in various fields.

- Group 2 includes units in charge of managing and coordinating scientific research, including the Department of Research Management - International Cooperation, the Department of Finance - Accounting, and the library. These units are responsible for administration and the provision of databases for research activities. In addition, the President established advisory and counselling councils to advise the University's leaders on technical issues, such as the Council for Research Selection, the Council for International Publication Approval, and the Council for Research Evaluation.

- Group 3 includes units in charge of publishing scientific research results, including the Journal of Asian Business and Economic Studies (JABES), and the UEH Publishing House.

The University's science and technology activities are implemented in compliance with legal regulations and guidelines of the MoET, the Ministry of Science and Technology, and the Ministry of Finance. The UEH Department of Research Management - International Cooperation

is responsible for implementing, managing, and coordinating lecturers during the implementation of research projects. Individuals can register to become the project leader and write an abstract. The abstract is then commented on by the UEH's advisory council, and sent to participate in the selection at the scientific council of the governing body. The selection process, scientific acceptance, and financial acceptance are examined based on the regulations.

Many of UEH's research institutes were established to promote research for the benefits of the environment and sustainable development, such as the Economy & Environment Partnership for Southeast Asia, the UEH Institute of Innovation, the Institute of Sustainable Finance, the Health and Agricultural Policy Research Institute, and the Institute of Smart City and Management.

The number of scientific articles published by UEH in domestic and foreign journals is increasing, amounting to 507 articles indexed by Scopus[11], ISI[12], and ABDC in 2021 and 198 domestic journal articles. The number of scientific publications from 2017-2021 is shown in the table below[13].

Table 4: Number of scientific publications from 2017-2021 at UEH

	2017	**2018**	**2019**	**2020**	**2021**
International articles (ISI, Scopus, ABDC)	47	67	113	380	507
Domestic articles	227	177	191	276	198
Paper presented in international conferences	95	9	152	171	204
Paper presented in domestic conferences	254	246	209	294	267
Monograph, reference documents	5	16	14	31	13

Besides conducting scientific research projects, the University, the Schools, and JABES organize domestic and international scientific conferences and seminars. In addition, through its research institutes and research centres, UEH has performed research and consulting activities e.g. for HCMC and Mekong Delta province, as well as for enterprises to solve specific problems such as district and regional socio-economic planning, local economic restructuring new rural construction, and enhancing competitiveness for agricultural products, and seafood.

Since 2017, UEH has issued guidelines on developing case study research for lecturers to support teaching activities in UEH's international advanced study programmes. Further, UEH requires its PhD students to carry out university-sponsored research projects.

---

[11] Scopus articles are research articles published in journals indexed in Scopus, which is an Elsevier's abstract and citation database.
[12] UEH refers to ISI articles as research articles published in journals indexed in the Web of Science, including Social Sciences Citation Index (SSCI), Science Citation Index Expanded (SCIE), Arts and Humanities Citation Index (AHCI), and Emerging Sources Citation Index (ESCI).
[13] Source: UEH Department of Research Management – International Cooperation

Promotion of research

The University prioritizes recruiting lecturers who hold doctoral degrees, published articles in international journals, and possess high research potential by providing an adequate salary, bonus, and welfare policies for research fellows, and its permanent researchers. Since 2019, UEH has implemented a policy on Research Fellowship to attract reputable scientists to collaborate with UEH's lecturers in research activities.

In UEH has a policy of rewarding authors financially whose articles are published in indexed international journals as stated in the *Regulations on Internal Expenses*. UEH also encourages research through rewarding and honouring excellent individuals and units in research. Lecturers who win the title "Excellent Researcher of the Year" receive bonuses and certificates of merit from the President. In addition, in the Midterm Research Conferences, the University also honours and grants accolades to the Schools, groups, and individuals with outstanding achievements in research. UEH also partially subsidizes authors to attend international seminars, and organizes training courses and seminars on research methods and publication. The University does not prescribe the appropriation of operating revenue from external sponsored projects.

The University has the policy to encourage the autonomy of its units in conducting research by granting managerial funding when the unit has an international publication, granting the cost of inviting international scientists to participate in research activities and visit lectures, and by granting funding for organizing seminars and talks at the Schools and research institutes.

UEH also has remuneration and incentive mechanisms for lecturers who participate in research projects with external funding such as international cooperation projects, NAFOSTED projects, provincial and city project by supporting lecturers with their elaboration of research proposals, creating favourable conditions for lecturers to participate in research bids by providing means of transportation for investigation, survey, and data collection, organizing research evaluation councils, and allowing to use meeting rooms and UEH facilities for research activities.

UEH allows research-oriented lecturers to convert part of their teaching hours into research hours. This conversion helps lecturers to focus on research activities and complete ongoing projects. Further, lecturers can apply to reduce their teaching or research hours if they participate in PhD study programmes.

For PhD students, the University offers support in tuition, work space, accommodation, and finance for internationally published scientific research projects.

UEH has issued the *Student Research Regulation* in order to encourage and promote students' scientific research activities, with the objectives of supporting learning and linking theory with practice during the courses, helping students practice research methods, teamwork methods, and improve self-study capacity, and contributing to improve quality of training. Students' research activities are financed including by allocated state budget, the University's revenue, grants, and aids from domestic and foreign organizations. Further, students are encouraged to do research and compete in research competitions at institutional, ministry, and national levels in exchange for conducting training points.

Good scientific practice

Documents regulating the ethical code, protection of inventions, patents, copyrights, and research results have been issued by UEH.

In 2015, UEH established the *Regulation on Intellectual Property Management*, which states that the regulations on scientific research must guarantee fairness and authorship respect, avoid conflicts of interest, and guarantee integrity and research ethics. In 2019, UEH issued the *Regulation on Integrity Rules in Scientific Research* and presented on the HEI's website, as well as announced it via email to all staff of the University. In 2020, UEH issued a decision to establish an *Academic Integrity Council*. The Council is responsible for advising the President to consider and evaluate the ethical and scientific aspects of research as a basis for approving, implementing, accepting, and supporting academic research.

In 2021, UEH issued the *Regulation on Research Code of Conduct* which aims to build and maintain an academic environment that promotes honesty and transparency while ensuring integrity, and promotes enhancing accountability in all scientific research activities at UEH, establish the basis for observing and conducting the code of ethics in scientific research in accordance to international practices, and elevate the academic reputation and sense of responsibility of individual scientists and UEH within the domestic and international research community. There are seven principles in the UEH Research Code of Conduct:

- Principle 1: Honesty in all aspects of research

- Principle 2: Carefulness in doing research

- Principle 3: Transparency in conflicts of interest and the entire research process

- Principle 4: Fairness in all aspects of research

- Principle 5: Respect of individuals, organizations, and environment in scientific research

- Principle 6: Accountability for the undertaking and conducting of research

- Principle 7: Responsibility in doing research

UEH also has a policy on sanctions for violations of the scientific research integrity policies.

Quality assurance in research

To ensure the quality of scientific research projects, UEH complies with the regulations and procedures regarding research projects issued by MoET, the Ministry of Science and Technology NAFOSTED, and other ministerial-level research programmes.

For university-level research projects UEH promulgated the research project management procedure in 2019 replacing the version of 2017 adding application of research results in practice, evaluation of research result application, and evaluating the application results. The new regulations are to ensure the linkage between research results and the needs of society via government, local, and business policies, and also provides information on research registration, and blind peer-review.

UEH strives to maintain and improve the quality of the JABES by promulgating a strict, confidential, and transparent submission, and international review process. The regulations on publications contain information on quality assurance for research activities. Only publications on international journals indexed by ISI, SCOPUS, ABDC and domestic journals recognized by The State Council for Professor of Vietnam are approved. UEH regularly collects reports and evaluates faculty research results based on international databases for further development strategies.

Research cooperation

To realize the research strategy and international cooperation plan for the 2020-2025 period, UEH and its Schools became a member of 17 international organizations and associations, such as the Research Centre Networking Group, the Chartered Institute of Management Accountants (CIMA), and the Asian Law Institute (ASLI). Moreover, UEH's lecturers participate in 37 international organizations and associations, with memberships including the American real estate society, ACCA, and AUN. UEH has global partnerships with more than 120 countries worldwide in the fields of research cooperation, exchange of students and lecturers, organization of international conferences and seminars, and joint study programmes. Through cooperative training activities, the University promotes an increase in the number of research papers and publication of research results by the teaching staff, master students, and doctoral students. In addition, UEH signed a cooperation with the US Agency for International Development (USAID) to promote sustainable development in Vietnam.

Further, UEH aims to spread knowledge and bring sustainable values to the general community, contributing to societal development. Thus, UEH has been promoting networking with public agencies, scientists, foundations, associations, businesses, and alumni through the programme "Connecting the Community - Spreading Knowledge - Developing Sustainably".

Appraisal „Research":

During the online conference, the panel noted UEH's overall efforts to strengthen the research activities of the University. The panel welcomes UEH's goal to become a research-oriented University. UEH developed KPIs regarding research activities and pursues a comprehensible research strategy.

The HEI's full-time teaching staff are involved in the research environments of their respective subjects, e.g. through scientific publications, participation in conferences, and memberships.

The panel welcomes that UEH motivates the academic staff to do research by being able to convert part of their teaching hours into research hours, as well as by financial advantages and other means. The involvement of students into research projects is also considered as useful in order to promote students' scientific skills on the one hand and UEH's goal of research-orientation on the other.

UEH has implemented instruments that ensure a good scientific practice such as the issuing of the *Regulation on Intellectual Property Management*, the *Regulation on Integrity Rules in Scientific Research*, the *Regulation on Research Code of Conduct*, and the establishment of an *Academic Integrity Council*. The panel welcomes UEH's goal to publish their research articles in renowned journals.

The quality management system includes instruments and methods for the regular assessment of the quality of research. The HEI has defined a set of international journals for the scientific articles to be published.

UEH promotes a culture of cooperation in research. The panel encourages the University to strengthen their international research cooperations.

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

V.   Services (Administration, Counselling, Academic Support)

According to UEH, the University strives to invest in all student services in accordance with UEH's mission of pioneering in innovation, creativity, and public services (cf. self-assessment report page 71). UEH provides various counselling services for students covering academic training, research, soft skills development, psychological problems, and sexual harassment. The responsibilities of each unit in providing services are specified in the *Regulations on the Functions and Duties of Dependent Units of UEH*. To facilitate students' access to services, UEH issues regulations, procedures, and guidelines for providing services on the online portals. The assignment of responsibilities and supervision of service activities helps UEH to arrange and recruit suitable personnel in administration, counselling, and student support services.

In 2020, UEH established the Department of Student Affairs (DSA). One of its main functions is to act as an integrated portal for the provision of information to students. The DSA is responsible for providing verification services of administrative documents for students such as proof of student status, academic transcripts, and copies of diplomas. Further, it provides counselling on student life, academic studies, career prospects, scholarships, psychological problems, and sexual harassment. The DSA also organizes activities that support the job and internship search for students, such as a yearly Work festival (Job Fair) day, job postings via email, and career goal orientation sessions. Counselling activities are carried out through orientation sessions as soon as students begin their studies at UEH. Students receive advice from the DSA through different channels of information such as counselling in person, via phone, email, and online. The DSA supports students with a disability in terms of learning, accommodation, facilities, assistive technology software, and scholarships. Further, the DSA counsels and supports students of different ethnicities and regions of Vietnam. For international students, the DSA organizes multicultural inclusion seminars, and helps with visa procedures.

In addition to the DSA, students also receive support from other departments. The Department of Undergraduate Studies, the Department for Continuing Education, and the UEH Graduate School are responsible for counselling applicants, and providing support on enrolment. The Department of Scheduling - Testing carries out procedures related to the final exam, classroom management, and coordination. The Board of Dormitory Management provides services related to the dormitory for students. The Medical Centre provides health care services and health insurance. The Department of Information Technology is in charge of providing consulting on information technology. The UEH Library provides academic consulting. Its objectives are to meet the UEH community's information needs, and provide counselling services and academic support for students, lecturers, and research fellows. In addition to lecturers, UEH arranges personnel to act as academic advisors and counsellors for student classes to advise and support students in studying, scientific research, and daily activities. Students also receive support by the Study Board of the UEH Communist Youth Union.

All services for students and alumni are provided both in person and online. Since 2020, UEH has enhanced the application of Information Technology in administration. This process towards sustainable service delivery is one of the steps to implement the 2021 - 2030 strategy.

UEH's administration services are mainly delivered through online service portals:

- **Online Admissions Portal:** For students newly admitted to the programmes, UEH offers enrolment and confirmation services, including application filing, enrolment confirmation, and tuition payment.

- **Student Portal**: For current students and alumni, UEH offers academic support services on e.g. course registration, major and elective course declaration, submission of certificates, timetables, exam schedules, academic results, student training points, and graduation review application.

- **UEH Online Services:** For current students, alumni, potential students, parents, and other stakeholders, UEH offers services including providing proof of student status, academic transcripts, secondary copies of diplomas, application for international courses/certificates, submission of enrolment documents, registration for dormitory boarding, and student cards.

- **Online Career Portal**: For students and alumni, UEH provides job opportunities including internships, part-time jobs, and full-time jobs.

The heads of the units evaluate their employees based on work assignments and results. Each unit sends a monthly report to the Administration Department. The Administration Department then reports to the UEH Board of Management. To evaluate the quality of the units providing service, the UEH Emulation and Reward Council holds meetings to evaluate the performance results based on the level of completion of the KPIs and OKRs of each unit. Based on the results of these evaluations, each unit will have a re-arrangement and allocation of work for staff, lecturers, and officers according to the work requirements of the University. Further, UEH evaluates the performance of staff, lecturers and officers annually[14].

Every year, the Department of Quality Assurance - Curriculum Development conducts a survey about the service quality of the units. The head of each unit reviews the feedback from employees and students and takes necessary measures. The units make year-end reports to compile the completed tasks and propose a direction to improve the quality of services with the goal to bring the best utility values, be more user-friendly to students, and flexibly adapt to new circumstances. The DSA conducts also conduct surveys on the student support and career service in order to evaluate the effectiveness of the services and to improve their quality.

In addition, UEH encourages and acknowledges suggestions from students and other stakeholders. Feedback and suggestions on the support services can be given directly to the DSA and the individual service units. The feedback and the suggestions are recorded and evaluated by the individual units. Students can also use an online form to send their suggestions and feedback to the University. In case of unsatisfactory solutions at the unit level, students can submit a petition to the UEH Board of Management.

Appraisal „Services":

The expert panel welcomes that a variety of guidance and assistance by faculty and staff are available for the students. The services offered by the University are accessible and are documented in a clear and user-friendly manner. However, the panel gives a hint that process flow diagrams could be used to present the processes as well as the process participants more clearly (see recommendation chapter 2). Students in unfavourable financial situations can apply for scholarships. The panel is convinced that the students get a very student-oriented service.

---

[14] .Bộ tiêu chuẩn đánh giá kết quả thực hiện công việc viên chức, người lao động năm 2021/Standards for evaluating public servants' and employees' work results 2021

The evaluation of the administrative services, especially with the yearly conducted service evaluation, is considered suited by the expert panel to control the efficiency and students'/teachers' satisfaction with the services provided. This allows for continuous feedback and the results can be transferred into specific measures for further development. UEH states that they want to conduct quality survey activities for each specific service for specific stakeholders to receive multi-dimensional, multi-level feedback to make service improvement more accurate and effective. The panel welcomes this plan and **recommends** to systematically use the results of the various forms for evaluating service quality to revise the processes, and to make the improvements more transparent.

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

VI. Resources

Since 2015, UEH has focused on developing infrastructure development plans including the 2020 Master plan for UEH facilities, the UEH Development strategy from 2015 to 2020 with a 2025 vision, and the UEH Development strategy for the period of 2020 – 2025 with a 2030 vision. In line with these strategies, the University strives for its facilities to meet the rising demand for study space, cultural and sports activities, dormitory, and library.

The University invests in building a sustainable campus and strives to improve facilities. It has initiated using renewable energy in campus operation, building a zero-waste university, developing green labs, and transforming existing offices into smart and green offices.

Table 5: UEH Campuses

Location	Campus	Area (m^2)
Campus A, the Headquarter - Dist.1	A	4,287.4
Campus B, the complex of teaching and learning activities - Dist.10	B	5,441.9
Campus C, Dist.10	C	1,077.6
Campus D, International School of Business – Dist.1	D	800.5
Campus E - Dist.1	E	485.7
Campus H - VNP and VUW Program & EEPSEA	H	520.3
Dormitory Tran Hung Dao - Dist.1	KTX	661.7
Dormitory Nguyen Chi Thanh - Dist. 5	KTX	881.8
Campus Vo Thi Sau, UEH Hotel, UEH Institute of Innovation, UEH Institute of Smart City and Management - Dist. 3	V	1,749.9
Campus Duong Dinh Hoi, Centre for Physical Training - Dist. 8	TDTT	11,773.2
Campus N - the new complex of teaching and learning activities - Dist. Binh Chanh	N	111,340.0
Campus Vinh Long, Province Vinh Long, Mekong Delta	PHVL	29,542.2

The halls, meeting rooms, and classrooms have visual and audio systems, projectors, air conditioners, flat-panel screens, TVs, teaching support systems, and security surveillance cameras.

The conference halls have a capacity of 166 to 922 seats at Campus A and B. Formal and professional meeting rooms and conference rooms have capacities ranging from 16 to 166 seats.

Table 6: UEH (including HCMC campuses and Vinh Long Campus) rooms

Offices	221 rooms
Classrooms	215 rooms, 15,195 seats

Halls, meeting rooms	28 rooms, 2,058 seats
Language, computer room	23 rooms, 1,018 seats
Libraries	17 rooms, 1,701 seats
Tran Hung Dao Dormitory	90 rooms, 630 beds
Nguyen Chi Thanh Dormitory	71 rooms, 828 beds
Vo Thi Sau Campus	35 rooms, 75 seats

The students can access broadband internet for free. The UEH Wi-Fi system has 481 hotspots across ten campuses, which ensures a secure connection with UEH account authentication for UEH students, employees, and guests.

UEH has 20 libraries and resource centres totalling 3,224 square meters. The libraries can accommodate up to over 1,700 patrons participating in different activities. The number of computer workstations is 62. The library system also maintains a system of electronic databases which includes paid and open-source databases. The library connects the database with more than 90 publishers of American and European universities such as Cambridge University, Harvard University, and Oxford University. Online access to a variety of online databases is available including ESBSCO, Emerald, JSTOR, SAGE, and Elsevier. The library system offers over 65,000 printed titles ranging from books, textbooks, journals, to dissertations and theses. Furthermore, it carries more than 298,000 electronic titles. The library's digital repository has a total of over 1,200 international journal titles and 15,000 master theses and doctoral dissertations, most of which can be accessed via UEH library portal of one's personal computer off campus. It also contains 17,308 endogenous documents including international publications, dissertations, as well as conference documents and articles in UEH's Journal of Asian Business and Economic Studies (JABES).

Every year, UEH reviews the employment needs of the Schools and departments, considering strategic staffing for the teaching staff, the recruitment of new lecturers in accordance with the law, and the University's recruitment policies[15]. UEH aims to recruit lecturers with doctoral degrees to enhance the full-time teaching staff, and researchers and graduate students to strengthen its human resources for the development of scientific research activities. UEH has criteria in place for recruiting and selecting suitable lecturers for specific titles and teaching positions according to professional qualifications, ethical qualities, teaching experience, scientific research capacity, foreign language competences, and the ability to apply technology to professional work. Recruitment needs are publicly disseminated on the UEH Portal, sent via emails to all staff and students, and published in the press for mass recruitment. Criteria for lecturer recruitment and selection are updated and adjusted in accordance with the need to improve staff quality, and general regulations of the State.

UEH publishes the job description and standards on the UEH recruitment website. For a lecturer position, candidates need to meet the following standards:

1. Professional qualifications:

- The candidate must have a Doctoral Degree in a relevant major/specialization;

---

[15] Quy chế tuyển dụng viên chức năm 2021/Regulations on staff recruitment 2021

- The candidate with only a Master's Degree must have a Bachelor's Degree with a good or higher classification and expertise in a relevant major/specialization.

2. The candidate's age must not exceed 35 years old if he or she only has a current Master's Degree, or 50 years old if he or she has a Doctoral Degree.

3. The candidate's English proficiency must satisfy the standards specified in Articles 2 and 3 of the Regulation on English proficiency standards of lecturers at UEH.

4. The candidate's computer skills must satisfy the standards of basic information technology skills[16].

To become a professor or associate professor (the title) at the University of Economics Ho Chi Minh City, candidates need to meet the standards and conditions prescribed by the State and UEH as follows:

For Associate Professors the requirements include:

- Having a doctorate degree for three years or more,
- at least six years, including continuously participating in training at university level or higher in the last three years,
- being the main author who has published at least three scientific articles and/or patents or useful solutions, and
- mentoring at least two students with a Master's degree, or guiding at least one graduate student with a doctoral degree.

For Professors the requirements include:

- Having been appointed to the position of associate professor for three years or more,
- presiding over or participating in the formulation and development of training and re-training programs at university level or higher or scientific and technological tasks,
- being the main author who has published at least five scientific articles or and/or patents or useful solutions, and
- presiding over the compilation of books for training at university level or higher suitable for majors considered for recognition of professor title standards.

To be recognized for the title of professor or associate professor according to the State's review process and procedures, candidates must be lecturers of UEH or other higher education institutions, submit an application for recognition of associate professor or professor as prescribed, and the State Council of Professors must recognize that they meet the standards of associate professors or professors. UEH or the direct management unit appoints professors or associate professors.

Candidates who pass the qualification round participate in entrance exam/admissions review according to the specific order and procedures in the UEH Regulations on recruitment. The results are then published on the UEH Portal.

UEH established a Recruitment Council to ensure that the recruitment is accurate, objective, and has collective consensus to carry out the recruitment and selection of lecturers. In the composition of the Council, there are staff members from relevant Schools included. Candidates must pass a test on General Knowledge, Office Informatics, and attend an interview with the Recruitment Council about teaching practices and answer questions about their expertise.

---

[16] As prescribed in the Circular No. 03/2014/TT-BTTTT on March 11, 2014 of the Ministry of Information and Communications

Candidates who have not been able to teach but meet the vacancy requirements will be put under probation for twelve months or more. The trainee lecturers are assigned to compile the lecture outline, which must be approved by the responsible School, and then demonstrate their teaching to be officially promoted. The school will assign a lecturer to instruct the trainee lecturer in the year of probation.

Target candidates in the Regulations on recruitment are lecturers, Senior Researchers, Junior Researchers, and Research Fellows, attracting candidates who meet international standards, thereby strengthening labour contracts with domestic and foreign experts and researchers. To support UEH's lecturers and researchers to participate in training and research at UEH, UEH allows the lecturers and researchers to carry out their research and post-doctoral studies at universities in other countries. In addition, to accelerate the process of developing into a research-oriented, multidisciplinary, and sustainable university, UEH implements the policy of attracting top talent through contracting with experts and researchers. UEH conducts recruitment for candidates with research capacity, English proficiency, and a Doctoral degree. In exceptional cases, candidates with Master's degrees must have a proposal and explanation from the training unit. UEH promulgated the project "Improving the quality of staff in terms of expertise and English proficiency and increasing the proportion of international lecturers in the period 2021-2025" identifying the need for improvement of staff quality in terms of qualifications, professional competence, English proficiency, and increase in the proportion of international lecturers.

Every year, the Schools and Institutes explain the need to invite visiting lecturers[17] to the UEH Department of Human Resources which is responsible for signing a visiting teaching contract.[18] Visiting lecturers must meet the pedagogy as well as professional competence and qualifications standards. They must have a Master's degree in the same or relevant field when teaching at the university level, and have a Doctoral degree in the same or relevant field when teaching at the Master's and Doctoral levels. Furthermore, visiting lecturers who participate in the development of study programmes, compiling textbooks and reference materials must have a scientific work published in a scientific journal or a collection of domestic and foreign scientific conferences, a published monograph, a scientific project accepted at the school level or higher, and a technology transfer contract that has been accepted and liquidated[19]. In the Regulations on visiting lectures at UEH, the University also stipulates the rights of the visiting lectures. They are entitled to a periodic salary, bonuses, and benefits as agreed in the contract, and are provided and supported with necessary documents and equipment to complete the tasks agreed in the contract. UEH also stipulates that visiting lecturers are fostered to do scientific research at UEH and are considered for awards, appointed to the titles of professor and associate professor, evaluated, graded, and rewarded if they have outstanding achievements in training activities as prescribed by law.

At the end of each semester, UEH conducts a survey and collects students' feedback on the quality of teaching, and organizes an evaluation of visiting lecturers at the department, school, and institute level. By commenting and evaluating each lecturer's operational tasks, the departments, Schools, and Training Institutes decide whether to continue inviting the visiting lecturers to teach at the units.

The organizational structure of UEH's officials, civil servants, and employees includes:

---

[17] Kế hoạch tuyển dụng giảng viên thỉnh giảng/Guest lecturer recruitment plan
[18] Quy trình quản lý giảng viên thỉnh giảng/Guest lecturer management procedure
[19] Quy định về giảng viên thỉnh giảng/Regulations on guest lecturers

- UEH Council: 25 members, including one Chairman, one Secretary, and 23 other members. The organizational structure is following the law;

- UEH Board of Management: One President, and two Vice Presidents;

- Administrative and professional staff: 270 staff members, lecturers, and officers of execution and service, 236 of which are female;

- Teaching staff: 543 lecturers, of which 232 are female lecturers.

Overall, UEH has nine professors, 51 Associate professors, 189 lecturers who hold a PhD, and 277 lecturers with a Master's Degree. Associate professors are more involved in academic matters, in research, and in programme development compared to lecturers. In addition to the full-time teaching staff, there UEH has about 100 visiting lecturers.

The time budget for professors adheres to the policy of the Ministry of Education and Training of Vietnam. Total working hours of 1,760 administration hours equal 44 weeks for each lecturer of which 586 hours are for scientific research, 586 hours for teaching, which is equivalent to 270 hours for on-class teaching, and the remaining time will be allocated for other administration works, i.e., marking, preparing lectures, etc.).

There are exemptions for lecturers who hold administrative positions or are new to the profession. Further, there are exemption for researching hours for lecturers holding administration positions and others such as new lecturers who are less than two years working experience, and lecturers on maternity leave. T

Currently, UEH has 125 lecturers and officers going on long-term training and in Vietnam and abroad, of which the majority is enrolled in doctoral programmes. The 89 lecturers and officers in domestic training consist of 71 enrolled in doctoral programmes, 16 enrolled in Master's programmes, and two enrolled in Bachelor's programmes. The 36 lecturers and officers going on international training consist of 29 enrolled in doctoral programmes and seven enrolled in post-doctoral studies, research, or exchange programmes. Regarding short-term training and retraining, from 2017 to 2022, lecturers and officers were trained 3,829 times by UEH. On average, each employee receives training once a year. If individuals or units wish, they can ask the university to organize a training course, or appoint individuals to participate in domestic and foreign training courses. The rights and obligations of the employees going on training are prescribed in accordance with the UEH Training statute and the Regulations on Internal Expenses. Non-academic staff received trainings e.g. on blended learning, psychological consultation, English skills, big data, and security training. At the end of each course, UEH collects feedback from trainees to evaluate the course's overall quality for further improvement.

Every three years, UEH conducts a survey and summarizes the training and retraining needs of civil servants, lecturers, and employees at all levels in the university at individual and unit levels to organize training courses. Through the Regulations on Internal Expenses, UEH implemented a mechanism to motivate and encourage the employees to enhance their qualifications with various methods, such as the income policy based on titles and professional qualifications. In addition, UEH also implemented rewards when employees achieve higher qualifications[20]. To encourage employees to improve their English proficiency, UEH has the policy to give staff, lecturers, and officers who meet English language standards opportunities to participate in short-term training courses abroad. Employees are considered for an early salary

---

[20] Bộ tiêu chuẩn đánh giá kết quả thực hiện công việc viên chức, người lao động năm 2020/Standards for evaluating public servants' and employees' work results 2020

increase if they achieve English qualifications on or before the schedule[21]. At the end of the year, UEH receives a grade based on the findings of the course quality survey. Lecturers who gained the highest scores for the KPIs' service quality category are awarded. UEH enhances the quality of teaching by encouraging lecturers to enrol in training programs, such as bended-learning teaching, and designing and producing videos for blended-learning. Lecturers who take part in UEH-organized training courses are given additional scores at the end-year evaluation. Additionally, lecturers can enrol in relevant courses outside of UEH. UEH may provide funding for these courses. Visiting lecturers are encouraged to participate in professional activities and training courses organized, or jointly organized by UEH, such as courses on Data Analytics, Blended Learning, and the Learning Management System (LMS).

Since 2014, UEH has been financially autonomous. Therefore, UEH has not been receiving government budget via the Ministry of Education and Training since then. The main income of UEH comes from tuition fees (about 70 %), which are approximately 1,500 USD per academic year per student. Other income is from research grants of the government, ministry, and local authorities through auction mechanisms. UEH collects 8 % of revenue from teaching and consulting services, excluding revenue from scientific research activities from its research institutes and centres. Funds from the alumni and enterprises are mainly used for teaching ang learning, and scholarships for students. In regards to UEH's expenses, 45 % is spent on salary and additional teaching payment, and 32 % on financing research and publications. Investment in facilities and equipment for administrative and teaching activities accounts for 18 %. The positive balance is used to set aside funds for paying for additional salaries, rewards, and welfare for UEH staff, expenses for investment activities in facilities which are not included in the expenses, and student support expenses.

The financial plan and budget allocation are developed and implemented annually based on the operation plan and the general financial plan of the entire university. Through the process of guiding the preparation of operating budget estimates for the next financial year based on the regular activities of the University and the Regulations on Internal Expenses, each unit makes operating budget estimates and submits them to the leaders of UEH for approval.

The UEH Department of Finance - Accounting manages the financial plan and allocates resources based on procedures, professional instructions, and relevant regulations to ensure the efficiency in the use of financial resources, and controls the legality and completeness in the use of finance.

To ensure financial resources for the University's operations, UEH annually prepares revenue estimates based on determining admissions quotas. The admissions quotas are targeted based on the analysis of relevant standards and criteria to ensure compliance with regulations and maintain the number of students at an appropriate scale with financial resources.

The financial plan and budget allocation are controlled and evaluated regularly by the UEH Department of Finance – Accounting, evaluated and checked periodically by the internal audit, inspected and approved by the Ministry of Education and Training, and audited by the state audit. The financial performance results are evaluated periodically and at the end of the year which is shown in the financial statements prepared and approved by the University's leaders, and in summative reports on the results of the school year at the annual Year-end Conference.

---

[21] Quy định về chuẩn trình độ tiếng Anh của viên chức, người lao động Trường Đại học Kinh tế TP. Hồ Chí Minh giai đoạn 2021-2024/Regulations on English proficiency requirements for UEH public servants and employees in the period of 2021-2024

Appraisal „Resources":

Since an online conference was conducted replacing an on-site visit, the panel did not have the opportunity to visit the University's buildings. Based on the materials provided, the panel formed the view that a smooth running of the University is ensured regarding the capacities for teaching, research, studies, and administration at the different campuses.

The expert panel is convinced that the qualifications of both the full-time and the part-time academic staff correspond to the requirements of study, teaching, and research. The number of full-time professors matches the scope of tasks in teaching and research. The panel notices that there is a high number of lecturers holding a Master's Degree who are teaching at the Bachelor level. Therefore, it encourages UEH's aim to recruit more lecturers who possess a PhD Degree and welcomes the opportunities given to UEH lecturers to pursue a PhD Degree. The part-time teaching staff is involved in the organisation of faculty's teaching operations in a suitable manner.

The human resources in the different areas of performance allow for an adequate fulfilment of tasks. Professional development takes place for all staff groups and contributes to their qualification in terms of support for the advancement and development of faculty, including support for teaching such as the use of new technologies.

UEH is financed by tuition fees, research grants, and funds from companies and alumni. Based on the information on the income and expenses in 2021 that UEH provided, the expert panel believes that for the accreditation period the financing of all performance areas is ensured.

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

VII. Publication / Public

UEH's Statute of organization and operation is a key document identifying all the functions and contains e.g. UEH's vision, mission, values, responsibilities, organizational structure and personnel, the rights and obligations of civil servants, employees, and students, and the relationships between the functional units at UEH.

UEH further issued the UEH Transparency Policy. Information related to the authority and responsibilities is available on the UEH Portal. Stakeholders can find information e.g. on the internal statute and regulation, the results of programme and institutional accreditations, learning outcomes, and schemes and plans for enrolment. In addition, UEH stipulates the quarterly report regime, whereby relevant units are obliged to update information and data on the individual websites of UEH.

On the website of the UEH Department of Scheduling - Testing the public is informed about functions, tasks, and structure of this unit. The website also provides information, notices, procedures, forms, regulations related to testing activities, and contact details in addition to annual training plans, teaching methods, and exam schedules.

The statute on training undergraduate, Master's, and PhD programmes issued by MoET serves as a basis for UEH to update its statute on training undergraduate, Master's, and PhD programmes. The UEH Department of Undergraduate Studies, the UEH Department for Continuing Education, and the UEH Graduate School are responsible for updating the statute. Draft documents are then published and feedback sought from e.g. the QACD, the Department of Finance - Accounting, and the Department of Student Affairs. The final versions are published by the President. They are legal documents and are regulatory to guide all activities related to the student life cycle. The statutes are published on the UEH's and the department's websites, and sent to the Heads of the Departments and Schools. The statutes define the process of registration of courses, the rules of studying and participating in testing and assessment activities, tuition fees, and information about graduation and the awarding of Degrees. Regulations on admissions and training for undergraduate and graduate programmes are also issued.

UEH announces admissions information of its study programmes on UEH's websites, and the Admissions Portal. Additionally, UEH publishes the Admissions Counselling Handbook every year which contains information about UEH, its study programmes and specializations, and the entrance examination. UEH provides information in person e.g. at Admissions Counselling Days or at High Schools, and online e.g. on Facebook, YouTube, and Google platforms. Potential students can get information about UEH's activities on the official web pages and fan pages of UEH, the UEH Global website for the lecturers, parents, and secondary school or high school students, the website of the DSA, the website of the HCM Communist Youth Union - Student Union of UEH, and the fan page of UEH.

The University and the Schools provide information on various activities by academic units across campus during the academic year on different platforms. Activities range from seminars, conferences, corporate semesters, academic competitions, extracurricular sessions, and anniversary events, to career opportunities. The students can access this information through different campus channels such as wall posters, banners, emails, facebook, and monthly newsletters. The public can access this information via the university website, and social network postings. The UEH Communication and Marketing Department is tasked with maintaining press relation and network communication with the media, the public, and the students. In addition, in compliance with the Ministry of Education and Training regulations, the University

regularly reports qualitative and quantitative data about activities of all programmes to the Ministry. Further, annual reports are published by UEH.

Information about UEH quality assurance including periodical reports to MoET, annual quality assurance reports, and accreditation at institutional and programme level is published on the website of the QACD and is accessible for lecturers, staff, students, alumni, employers, and the society. Information about the process of quality management is given to the staff through UEH's email accounts by the QACD, and on the websites for employees and students.

Every year, UEH conducts surveys on course quality, service quality, and the employment rate of graduates. The results are analysed, and sent to UEH's stakeholders, such as lecturers, Schools, and functional management units. Results from evaluating OKRs also inform the units of the how work has been completed in a year.

Appraisal „Publication / Public":

The panel notes that UEH has regulated and published its competencies and responsibilities as well as the control systems in a clear and transparent manner.

Regulations regarding the "student life cycle" are defined and published. The publication of the policies regarding admission as well as the organisation of studies on the website and the student handbook make the information transparent and easily accessible for interested students. UEH has established suitable service offers to ensure that prospective students and potential cooperation partners are provided with advice and information. The expert panel came to the conclusion that UEH ensures consulting for prospective students. The different consulting formats such as events, social media channels, and information on the website follow the needs of the target groups. The announcements on the website as well as the use of social media ensure that the prospective and current students, faculty, staff, parents, alumni, partners as well as the general audience are provided with information on University activities and services.

HEI's members as well as external stakeholders and the public are informed on the HEI's activities on a regular basis. Further, the HEI informs its members in a suitable manner on the quality management's measures and results such as through the annual report.

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

Quality Profile

University of Economics Ho Chi Minh City (UEH))

Quality Requirements	Exceptional	Exceeds the Quality Requirements	Meets the Quality Requirements	Fails to Meet the Quality Requirements
I. MISSION STATEMENT, PROFILE AND STRATEGIC OBJECTIVES				
(1) Mission Statement			X	
(2) Profile			X	
(3) Target Groups			X	
(4) Academic Freedom			X[22]	X[23]
(5) Strategic Objectives			X	
II. MANAGEMENT STRUCTURE AND QUALITY MANAGEMENT				
(1) Management Structure			X	
(2) Organisation of Localities	not relevant			
(3) Quality Management Strategy			X	
(4) Quality Management System			X	
(5) Quality Management Instruments			X	
(6) Escalation Management			X	
(7) Participation				X
III. STUDIES AND TEACHING				
(1) Study offer and qualification objectives			X	
(2) Study programmes' quality			X	
(3) Research transfer to the areas of studies and teaching			X	
(4) Quality assurance				X
(5) Cooperation			X	
IV. RESEARCH				
(1) Research strategy			X	
(2) Research activities			X	
(3) Promotion of research			X	
(4) Good scientific practice			X	
(5) Quality assurance in research			X	
(6) Research cooperation			X	
V. SERVICES (ADMINISTRATION, CONSULTING AND ACADEMIC SUPPORT)				
(1) Services			X	
(2) Assessment of services			X	
(3) Further development of services			X	
Quality Requirements	**Exceptional**	**Exceeds the Quality Requirements**	**Meets the Quality Requirements**	**Fails to Meet the Quality Requirements**

---

[22] Panel vote 1
[23] Panel vote 2

VI. RESOURCES				
(1) Rooms and facilities			X	
(2) Full-time teaching staff			X	
(3) Part-time teaching staff			X	
(4) Human resources			X	
(5) Financing			X	

VII. PUBLICATION / PUBLIC				
(1) Competencies and responsibilities			X	
(2) documentation "student life cycle"			X	
(3) Advise and information			X	
(4) Public relations			X	
(5) Results of quality management			X	