

Decision of the FIBAA Accreditation and Certification Committee



13th Meeting on March 6, 2024

INSTITUTIONAL ACCREDITATION

Project Number:	23/034
Higher Education Institution:	Ton Duc Thang University
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.

Conditions:

Condition 1: The University takes measures for a research transfer into teaching activities in all undergraduate and graduate programmes, built and based on the already offered courses on research methods and academic writing skills (see chapter III).

Condition 2: The University adapts its regulations for collaborative researchers so that external researchers must demonstrate a significant and impactful contribution to the University's research environment when undertaking research for TDTU (see chapter IV).

Proof of meeting these conditions is to be submitted by December 5, 2024.

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

The FIBAA Quality Seal is awarded.

Institutional Accreditation
Ton Duc Thang University, Vietnam
Assessment Report



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A. Accreditation Procedure

A contract for the initial Institutional Accreditation was made between FIBAA and the Ton Duc Thang University, Vietnam, on June 6, 2023. On July 31, 2023, the HEI submitted a self-evaluation report including appendices to prove that the criteria for Institutional Accreditation are met.

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

Christoph Back

Leuphana University of Lüneburg
Student Business Administration & E-Business (B.Sc.)

Dr. Hung Duong

HCMC University of Technology
Dean at the School of Industrial Management (Investments, Corporate Finance, Management Accounting)

Prof. Dr. Marion Halfmann (chair of the panel)

Lower Rhine University
Vice President, Senate Member, Programme Director, Professor for Business Administration, Marketing and Sales

Prof. JU Dr. Daniela Heid, Ph.D., M.A.

Federal University of Applied Administrative Sciences, Bruehl, Germany
Programme Director (Quality Assurance and Development), Professor of Public Law
Former Scientific Director of Master's Programme on European Administration; Master degree in AI

Prof. Dr. Anke Müßig

University of Luxembourg
Member of the University Council and the Supervisory Board of the University
Former Vice-Dean for Teaching, Director of Studies for Master's Programs in Accounting and Auditing, Professor of Business Administration

Maik Oneschkow

FedEx Express Germany GmbH
Manager Europe, Clearance Quality & Service Assurance
(International Business, Business Administration, Controlling, Strategic Management, Customs Law, especially Export Control, Import & Export Clearance Operations)

FIBAA project manager:
Viktoria Dermanowski

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and an on-site visit. The on-site visit took place on December 13-15,

¹ The panel is presented in alphabetical order.

2023 at the HEI's premises in Ho Chi Minh City, Vietnam. At the end of the on-site visit, 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 February 9, 2024. The statement on the report was given up on February 21, 2024. It has been taken into account in the report at hand.

B. Summary

TDTU possesses a clear strategic planning till 2037 consisting of five stages. Each stage is/was subject to clear KPIs and reviewed and adapted regularly. The responsibilities for monitoring the strategy are clearly defined. The panel learned that the goal of becoming a research-oriented university, with the specific goal to become one of the top 60 universities in Asia according to the World Universities Rankings by the year 2037, is the central goal of TDTU. This vision is shared by all university members and a collective awareness for this goal could be identified by the panel.

During the interviews this central goal and its implementation has been discussed with several TDTU representatives. The panel learned that TDTU considers itself as a young university that aims at having more visibility and recognition. Therefore, it considers the rankings as a central indicator to foster TDTU's reputation on the educational market and to make improvements in research and teaching.

The panel was particularly interested in whether TDTU aims for "applied" research or fundamental research. TDTU knows the interpretation of "applied research" in Europe and agreed that TDTU is indeed striving for "applied research" given their capacities and institutional context. The panel is of the opinion that TDTU should clearly define what conducting research at TDTU means, particularly regarding all three missions: Community service, teaching and research. The panel recommends reflecting on research in the three missions and make it tailor-made for TDTU's institutional strengths. The panel would like to note that TDTU should consider not making itself too dependent on rankings. The panel rather recommends identifying and expanding its own strengths and creating further internal indicators for its research goals in addition to external ones.

The University's bodies, academic units, and administration offices as well as their tasks and competencies are clearly and transparently defined. The HEI's management and self-governing structures are functional and effective. This is also reflected in all campuses of TDTU. However, the panel recommends including the middle management in the organisational chart to ensure transparency.

The HEI pursues a comprehensible strategy in terms of its quality management. The strategy is consistent with the HEI's profile. Specific KPIs are defined for each specific unit, which are regularly reviewed and updated. The University uses different tools for monitoring and has a clear process for dealing with the results following the PDCA cycle. The competencies in quality management are clearly regulated.

The panel formed the view that TDTU is collecting a lot of information by conducting a number of surveys. On the one hand the panel recommends reviewing whether the number of surveys can be reduced to the most important ones to avoid making participants "tired" of surveys. On the other hand, the panel recommends reviewing whether the gained data is used in the best interests of all stakeholders involved.

The University has established an escalation management on all levels and panel discussed some examples such as grade appeals during the on-site visit. The panel learned that there are around 2,000 cases per year the administration must cope with. Even though the panel

welcomes the clear processes behind each complaint, it recommends reviewing if certain procedures can be eased to reduce the administration workload.

The study offer and the superordinate qualification objectives correspond to the TDTU's profile. The programme objectives are stated in general terms about the competencies and career prospects expected by the graduates, which can be achieved after graduation. They are consistent with the University's mission, vision, strategies and educational goals, industry and university characteristics, and compatible with the Vietnamese Qualifications Framework.

During the on-site visit, the panel learned that there is a differentiation between the scope of research activities at the faculties on the one hand and at the institutes on the other. The latter focus more on research, as they are particularly assigned to research, than the teaching staff at the faculties, who can spend less time on research due to teaching commitments or can choose to teach only. But the faculty members should be able to ensure the mutual relationship between research and teaching in the study programmes. Therefore, there should be a balanced distribution of lecturers who can contribute research results, teach scientific methods, and supervise students' scientific work. During the on-site visit the panel also saw good examples at the Faculty of Pharmacy where students benefit from mutual relation between research and teaching. The panel recommends a stronger research transfer into teaching for all programmes.

The research activities at TDTU have been organised in concrete plans with both long-term and short-term development strategies. Accordingly, the teaching staff are integrated into the research landscape and are supported by the University. TDTU promotes the research activities of its academic staff financially and by reducing the teaching load. In addition, TDTU offers its teaching staff scholarships for doctoral studies to further foster internal research capacities regarding its strategy.

As of the involvement of external parties as "Collaborative Researcher", the panel was very sceptical and discussed it with various University representatives including the TDTU President. All in all, the panel was able to comprehend the following picture:

As a young university TDTU finds itself confronted with the challenge of transforming into a research institution. Faced with limited internal personal research resources and international recognition, the institution has adopted a pragmatic approach to intensify its research efforts – by recruiting external researchers. This decision is driven by the necessity to gain traction on the global scientific stage. The University is banking on the collaboration with external experts to broaden its research agenda while simultaneously bolstering its international visibility. Another aspect is the intention to create a sense of aspiration for the internal staff by deploying international expertise. However, the question of the long-term independence and competitiveness of internal research groups becomes pertinent to the panel.

In addition, the panel studied the regulation for Collaborative Researchers and the set conditions. Article 2 in Part V describes how their affiliation to TDTU can be realized. TDTU provides a table with 17 activities from which the external researchers must choose two. The panel is of the opinion that the affiliation degree, however, can vary significantly depending on the nature of the activities undertaken. The identified activities span a diverse range from teaching one course per year, supervising doctoral dissertation, participating in the review on four

scientific research topics at all levels of the University up to “only” recommending two additional experts and supervising a master's thesis.

For instance, an external researcher who fulfils the requirement by merely recommending two experts and supervising a master's thesis may have a different level of involvement compared to another researcher engaging in more extensive collaborative initiatives, such as leading joint research projects, participating in curriculum development, or contributing to the University's strategic planning. The panel emphasizes the need for a nuanced evaluation process that considers the depth and breadth of the external researchers' contributions. The goal is to ensure that the engagement of external researchers is not merely a procedural fulfilment of activities but a meaningful collaboration.

The panel recommends avoiding this practice with external researchers entirely. The TDTU President assured that this topic is taken very seriously and that due to past violations, where the set conditions for hiring collaborative researchers were not supervised appropriately, it became a matter of high importance and is supervised by the Presidential board. The decrease in publications shows that this practice has become less. Nevertheless, the panel recommends the University adapt its regulations for collaborative researchers so that external researchers must demonstrate a significant and impactful contribution to the University's research environment when undertaking research for TDTU.

The panel welcomes that a variety of guidance and assistance by faculty and staff are available for the students but also for university staff itself. In addition to academic support, psychology support and health support are also provided. To monitor these services, a variety of instruments are chosen that allow clear conclusions to be drawn about the efficiency of the processes.

During the on-site visit, the panel had the opportunity to gain an overview of the University's main campus. All in all, the panel was very impressed with the campus and felt that it was a very pleasant and well-equipped place to study. During the interview with students and alumni, they confirmed that the facilities at TDTU are unique and very popular in South Vietnam. For some students, the facilities even played a role in their choice of TDTU.

The panel is convinced that the qualifications of both the full-time and the part-time academic staff correspond to the requirements of study and teaching. TDTU is aware that regarding their aimed research orientation, they still have a low proportion of professors and associate professors as well as PhD holders and therefore still have several open positions that they want to fill. The panel formed the view that the University Management is aware about these challenges. Efforts are underway to attract and recruit faculty members with a proven track record in research. Furthermore, the University is taking initiatives to encourage existing faculty members to actively participate in research activities and gives TDTU lecturers the opportunity to pursue a PhD degree.

TDTU is mainly financed by tuition fees, but also different grants and funding. Based on the information provided, the panel believes that the financing of all performance areas is provided to the necessary extent and is ensured.

TDTU has regulated and published its competencies and responsibilities as well as the control systems in a very 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.

TDTU has established suitable service offers to ensure that prospective students and potential cooperation partners are provided with advice and information. The different consulting formats follow the needs of the target groups. The announcements on the website as well as the use of mass media such as newspapers, electronic newspapers, television, websites, and especially social networking sites ensure that the prospective and current students, faculty, staff, alumni, partners as well as the general audience are provided with information on university activities and services. The University informs its members in an appropriate manner about quality management measures and results.

C. Panel Recommendation

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

Condition 1: The University takes measures for a research transfer into teaching activities in all undergraduate and graduate programmes, built and based on the already offered courses on research methods and academic writing skills (see chapter III).

Condition 2: The University adapts its regulations for collaborative researchers so that external researchers must demonstrate a significant and impactful contribution to the University's research environment when undertaking research for TDTU (see chapter IV).

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

Proof of meeting these conditions is to be submitted by December 5, 2024.

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

- reflecting on research in the three missions and make it tailor-made for TDTU's institutional strengths (see chapter I.);
- TDTU consider to not making itself too dependent on rankings. The panel rather recommends identifying and expanding its own strengths and creating further internal indicators for its research goals in addition to external ones (see chapter I);
- including the middle management in the organisational chart to ensure transparency (see chapter II);
- reviewing whether the number of surveys can be reduced to the most important ones to avoid making participants “tired” of surveys (see chapter II);
- reviewing whether the gained data is used in the best interests of all stakeholders involved (see chapter II);
- reviewing if certain escalation management procedures can be eased to reduce the administration workload (see chapter II).
- reviewing the national standards for credits allocation and the conversion system to ECTS (see chapter III).

There are two criteria that exceed the quality requirements:

- Rooms and facilities (see chapter VI. “Resources”),
- Advise and information (see chapter VII. “Public”).

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0. Country Information

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

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

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

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

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

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

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

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

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 July 1, 2019.

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

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

Ton Duc Thang University (TDTU) was formerly known as Ton Duc Thang Private University of Technology, established under the Prime Minister's Decision No. 787/TTg dated September 24, 1997, by Ho Chi Minh City Federation of Labor.

In order to expand the scale, strengthen financial management, increase competitiveness and meet the increasing demand of higher education of the society, the Prime Minister issued Decision No. 18/2003/QĐ-TTg dated January 28, 2003, converting the University's legal entity into Ton Duc Thang Semi-Public University under the Ho Chi Minh City People's Committee. On June 11, 2008, the Prime Minister issued Decision No. 747/QĐ-TTg to rename Ton Duc Thang Semi-Public University to Ton Duc Thang University under the management of the Vietnam General Confederation of Labour. Ton Duc Thang University is a public university, but it is self-financed.

The change of the University's legal entity in the years of 2003 and 2008 was to match the real nature of the University as a public university functioning without any private elements; as well as to create conditions for the University's strong and sustainable development. In 2007, TDTU issued a Resolution to develop Ton Duc Thang University into a research university within 30 years.

No. 29-NQ/TW together with the Law on Higher Education No. 08/2012/QH13 dated June 18, 2012, amended and supplemented in Law 34/2018/QH14 dated November 19, 2018 a *strategic national initiative* for the reform of education, especially higher education in Vietnam.

The adapted Law on Higher Education stipulates the autonomy rights of higher education institutions such as self-determination of goals and choice of methods of achieving goals; self-determination and accountability for professional, academic, organisational, personnel, financial, property activities and other activities on the basis of the provisions of law and the capacity of the higher education institutions. In addition, the Law also stipulates that higher education institutions should base on their capacity and the requirements for socio-economic development to determine development goals, orient their activities towards research or application orientation.

Ho Chi Minh City (HCMC) is a major economic, social, educational, scientific and technological center of Vietnam, which attracts foreign investment with great demand for high-quality human resources. Therefore, the obvious result is the urgent need for modern higher education institutions with advanced educational programmes, keeping up with international standards in order to be able to train high-quality human resources who can compete with international human resources in satisfying the need for economic development and foreign investment of Ho Chi Minh City.

In order to promote the comprehensive autonomy of the University, on January 29, 2015, the Prime Minister approved the pilot project to renew the operation mechanism of Ton Duc Thang University, issued together with Decision No. 158. /QĐ-TTg. The goals of the University are updated and concretized: *"Ton Duc Thang University actively mobilizes, rationally and efficiently uses resources of the University and the society (without using state capital budget) to develop Ton Duc Thang University into a research-oriented university with quality in the region and in the world, and ensures that policy beneficiaries and poverty-stricken households have the opportunity to access study programmes of the University."*

In 2019, in order to unify and focus resources to implement the development strategy of the University, TDTU officially issued the mission, vision, quality policy, goals, culture, and code of conduct on August 1, 2019. TDTU's mission is *“Education, Research and Creativity for Sustainable Development of Humanity”*.

Aiming at the set goal: TDTU is in TOP 60 universities in Asia by 2037. The university has upheld the code of conduct among all lecturers and staff according to 03 mottos **“Fairness, Effectiveness and Devotion”**

- There is nothing more important than ensuring **effectiveness** in every action.
- There is nothing more precious than **fairness** in all conduct.
- There is nothing more virtuous than the spirit of **devotion** to the country.

These have created TDTU's own Culture of **“Quality and Trust”**.

Currently, TDTU is a multi-disciplinary and multi-field university with a training scale of over 26,000 students in the areas of economy, society, law, fine arts, construction, architecture, and humanities, health, sports, engineering technology, information technology. TDTU has 58 units under the University with more than 1,200 lecturers and staff. With the orientation to develop into a research university, up to now, TDTU has more than 11,400 publications listed in the WoS database with more than 140,000 citations. In addition, in terms of applied research, the University has 15 USPTO patents. It is ranked in TOP 500 by THE World University, 138th by QS Asia University Rankings, 122nd by UI Greenmetric, and TOP 100 by THE Young University Rankings (see self-evaluation report p. 9).

HEI's profile

TDTU has implemented undergraduate and postgraduate training with 40 undergraduate majors, 18 majors at master's level, 6 majors at doctoral level and supported 11 bilateral cooperation doctoral study programmes (see Annex I for all study programmes at TDTU as of December 2022). In addition, as a university under the Vietnam General Confederation of Labour, with the goal since its establishment is to train and improve the expertise of the working class, the university has been offering study programmes at intermediate professional education level and associate levels, short-term programmes, professional development programmes for trade union officials.

Regarding undergraduate level, before 2015, the University offered full-time training for the standard undergraduate study programmes mainly taught in Vietnamese. Since 2015, aiming to train high-quality human resources to meet the requirements of society and for specific fields, the University has implemented high-quality undergraduate study programmes, joint programmes with international universities (since 2016), undergraduate programmes in English (since 2019). Currently, the University has 82 study programmes including 40 standard programmes, 17 high-quality programmes, 13 joint programmes with international universities, 12 undergraduate programmes in English (see further information in Chapter III. “Studies and Teaching”).

Regarding undergraduate admission, the group of full-time undergraduate students is identified as the main target group. The University has admission plans to select qualified high

school graduates from all over the country and abroad to study at the University. Every year, the University admits about 5,500-6,000 high school graduates across the country.

In terms of age, full-time undergraduate students are aged between 18 and 24 years old. In which, students who have just graduated from high school and enter university (18 years old) accounts for about 97 %, the number of students who have graduated for 1 year (19 years old) accounts for more than 2 %, and the rest, which accounts for less than 1 %, are students who have graduated for 2 years or more (20-24 years old).

Annual undergraduate admission statistics by locality show that the University has students from more than 40 provinces and cities across the country, in which the majority of students come from the Southern Central and Southern cities/provinces. The University has a small number of students from Northern cities/ provinces. However, statistics also show that the number of students coming from the North is increasing gradually every year. The percentage of students coming from Ho Chi Minh City accounts for the highest rate, about 30 % annually, then neighbouring cities/ provinces of Ho Chi Minh City such as Dong Nai, Tien Giang, Long An, Vung Tau, Dong Thap, etc. The percentage of students from different provinces/cities enrolled in study programmes also varies due to the needs and capacity of students in each region.

Since 2022, graduate programmes have been designed in two directions: research and application. At the same time, the university offers two types of training including full-time training and work-study training. Currently, the University has 18 master's majors (with 10 majors in the Engineering Science group and 08 majors in the socio-economic group) and 06 doctoral majors (with 04 majors in the Engineering Science group and 02 majors in the Socio-economic group).

For graduate admissions, according to the statistics from 145 different national and international universities, students are mainly from universities in the Central and Southern cities/provinces such as Quy Nhon University, Ho Chi Minh City University of Law, Can Tho University and Hue University. The Northern cities/provinces of Vietnam have a limited number of students.

The rate of the University alumni continuing to matriculate and enrol at master's level increased gradually from 2018 to 2022 with statistical results of 33.1 %, 55.2 %, 47.0 % and 85.7 %, respectively. For the doctoral level, in the admission years from 2018 to 2021, the number of students graduating with a master's degree from public universities accounted for 70 %. The remaining 30% are students from private universities, both domestic and abroad. In 2022, 100% of doctoral students at the University comes from domestic public universities.

Regarding foreign students, in the 2018-2022 period, Ton Duc Thang University received and trained 355 international students from 19 countries and territories, including Cambodia, Laos, Thailand, Indonesia, Myanmar, Philippines, Korea, Japan, China, Taiwan, Hong Kong, India, Russia, France, Nigeria, Ghana, Cuba, Brazil, Peru. In which, 17,8 % of the international students are self-funded and 82,2 % have scholarship. On average, from 50 to 70 students are admitted to the University every year (the year 2020 has the largest number of international students with nearly 101 students). Due to the impact of COVID-19, in 2021 and 2022, the University only admitted about 30 international students per year. International students studying at the University are mostly at the undergraduate level. The majors of Vietnamese Studies,

Business Administration, Information Technology and Civil Engineering have attracted the most interest of international students who are admitted into long-term study at the University.

To enhance students' employability after graduation, the University has established strong partnerships with many enterprise partners. From 2018 up to now, the University has cooperated with nearly 600 organisations in different types such as large enterprises, multinational enterprises, state enterprises, joint venture enterprises, thereby creating conditions for graduates to have opportunities to find jobs right from the time they do internships at enterprises.

Along with training activities, the University also pays great attention to and invests in scientific research activities. Based on the actual context, the development orientation into a research university and development needs of Vietnam and the world, TDTU identifies the following key research directions, including Computational Science, Materials Science, Mathematics - Statistics, Biotechnology.

In addition, in order to become a large, multidisciplinary training and research center of the southern region and the whole country, TDTU has also developed other research directions in both natural & technology sciences and socio-economics at 16 faculties of the University. Based on these research directions, the University has been actively investing and taking advantage of resources from partners to develop appropriate facilities, equipment and human resources. From that, the University objects to develop key products with high quality for TDTU and for the Vietnamese and international academic community. Currently, the University has built 27 strong research groups and 4 research institutes (AIMaS, INCOS, IBEP, GRIS). Now, AIMAS merged with INCOS to be a new institute is IAST.

To maintain and ensure academic freedom for all lecturers, staff and students at TDTU, the University has established a system of legal documents, infrastructure, and specialized support departments/services. These platforms are continuously updated to adapt to the current situation and the University's development strategy. With the goal of becoming a research university, the University has been promoting and encouraging staff to freely participate in research with specific regulations and policies. Regarding lecturers and researchers, they can choose teaching and research obligations.

Strategic Objectives

As part of this vision, TDTU is determined to expand and develop into a multidisciplinary and multifunctional institution of high quality and international reputation with specific goal to become one of the top 60 universities in Asia by the year 2037. TDTU is constructing a development roadmap to transform into "a world-class research University by 2037, aiming to be recognized as a globally renowned research University and to rank among the top 60 universities in Asia according to the World Universities Rankings".

Within the 30-year development plan (2007-2037), the University has established a roadmap consisting of 5 stages. TDTU has implemented the first medium-term strategy (2008-2013), the second medium-term strategy (2014-2019), and currently the third medium-term strategy (2019-2024). Based on the premises and achievements during the implementation of previous development stages, TDTU has set 8 objectives, including key activities such as administration, infrastructure construction and development, scientific research, internationalisation, ensuring quality education, and human resource development. In this stage, TDTU has

conducted an assessment and consolidation to adjust the objectives for the 2021-2026 period, ensuring a higher feasibility.

Based on the achievements in Phase 2 (2014-2019), TDTU continues to set the third medium-term objectives (2019-2024) to approach its long-term goals. With 8 objectives outlined in this third phase, as of August 2022, TDTU has conducted a review of the progress of these objectives within each unit. From this assessment, TDTU has gained an overall understanding of this third medium-term progress, with a preliminary evaluation of 3 out of 8 objectives being completed and 5 out of 8 objectives currently in progress. TDTU has reviewed the implementation progress and proposed adjustments and guidance for the upcoming period.

In the next phase of TDTU's development, as outlined in the TDTU development plan towards a research University, the goal is to become a leading University in Vietnam regarding:

- International publications and technology transfer
- University rankings in Asia
- The quality and quantity of graduate education
- Internationalisation
- Advanced laboratories, research groups, and research institutes recognized as top leading national group.

The inspection channels include the Presidential Board, functional departments, and unit leaders in collaboration with the lecturers and staff.

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

The University has formulated a clear and comprehensible mission statement and developed a corresponding vision. The profile of the University in terms of its subject orientation, its study programmes and formats, the employability of graduates and research activities is plausible. Within the national context, the University guarantees the freedom of science, research, study and teaching.

The target groups are clearly described by TDTU and their profile in terms of age and region is tracked. The main student group at TDTU are undergraduate students starting their studies right after school graduation. The panel was of the opinion that the different target groups correspond to the profile of TDTU. Even if the panel was not sure whether the selection of target groups was a strategic decision or a question of "natural" development.

TDTU possesses a clear strategic planning till 2037 consisting of five stages. Each stage is/was subject to clear KPIs and reviewed and adapted regularly. The responsibilities for monitoring the strategy are clearly defined. The panel learned that the goal of becoming a research-oriented university, with the specific goal to become one of the top 60 universities in Asia according to the World Universities Rankings by the year 2037, is the central goal of TDTU. This vision is shared by all university members and a collective awareness for this goal could be identified by the panel.

During the interviews this central goal and its implementation has been discussed with several TDTU representatives. The panel learned that TDTU considers itself as a young university

that aims at having more visibility and recognition. Therefore, it considers the rankings as a central indicator to foster TDTU's reputation on the educational market and to make improvements in research and teaching. In addition, the panel discussed how TDTU defines and interprets research for its institutional claim. The panel was particularly interested in whether TDTU aims for "applied" research or fundamental research. This has an influence on the assessment of TDTU's capacities for research. TDTU explained that in Vietnam there is no differentiation in the designation of research: "applied research" is not a common term in Vietnam. However, TDTU knows the interpretation of "applied research" in Europe and agreed that TDTU is indeed striving for "applied research" given their capacities and institutional context. The panel is of the opinion that TDTU should clearly define what conducting research at TDTU means, particularly regarding all three missions: Community service, teaching and research. The panel recommends reflecting on research in the three missions and make it tailor-made for TDTU's institutional strengths. In the panel's view, TDTU has the ability to tailor its study programmes according to the needs of the job market, while also conducting research in collaboration with the industry. Furthermore, the research activities should be integrated into the teaching of the study programmes.

All in all, the panel formed the view that TDTU is very committed to its goal of becoming a research-oriented university. At the same time the panel saw TDTU's strong focus on rankings to measure its progress towards this goal. Its ranking achievements are the indicators TDTU is using to promote its visibility as a young university and to attract further researchers. The panel understands TDTU's approach within its institutional context. However, the panel would like to note that TDTU should consider not making itself too dependent on rankings. The panel rather recommends identifying and expanding its own strengths and creating further internal indicators for its research goals in addition to external ones.

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

II. Management Structure and Quality Management

TDTU's organisational structure consists of 58 affiliated units, as depicted in the organisational chart, including: 16 specialized faculties, 2 affiliated schools (Ton Duc Thang Vocational College and Vietnam - Finland International School); 1 International Cooperation Institute, 1 Research Institute, 20 functional Departments/Centers, 1 Science and Technology Development Fund, 2 International scientific journals, 10 Science and Technology Centers, 2 affiliated Branches/Campuses (Khanh Hoa Branch and Bao Loc Campus); and 1 Company. In addition, TDTU also has the Council of Science and Training, Party Organisation, Trade Union, Ho Chi Minh Communist Youth Union and Student Association.

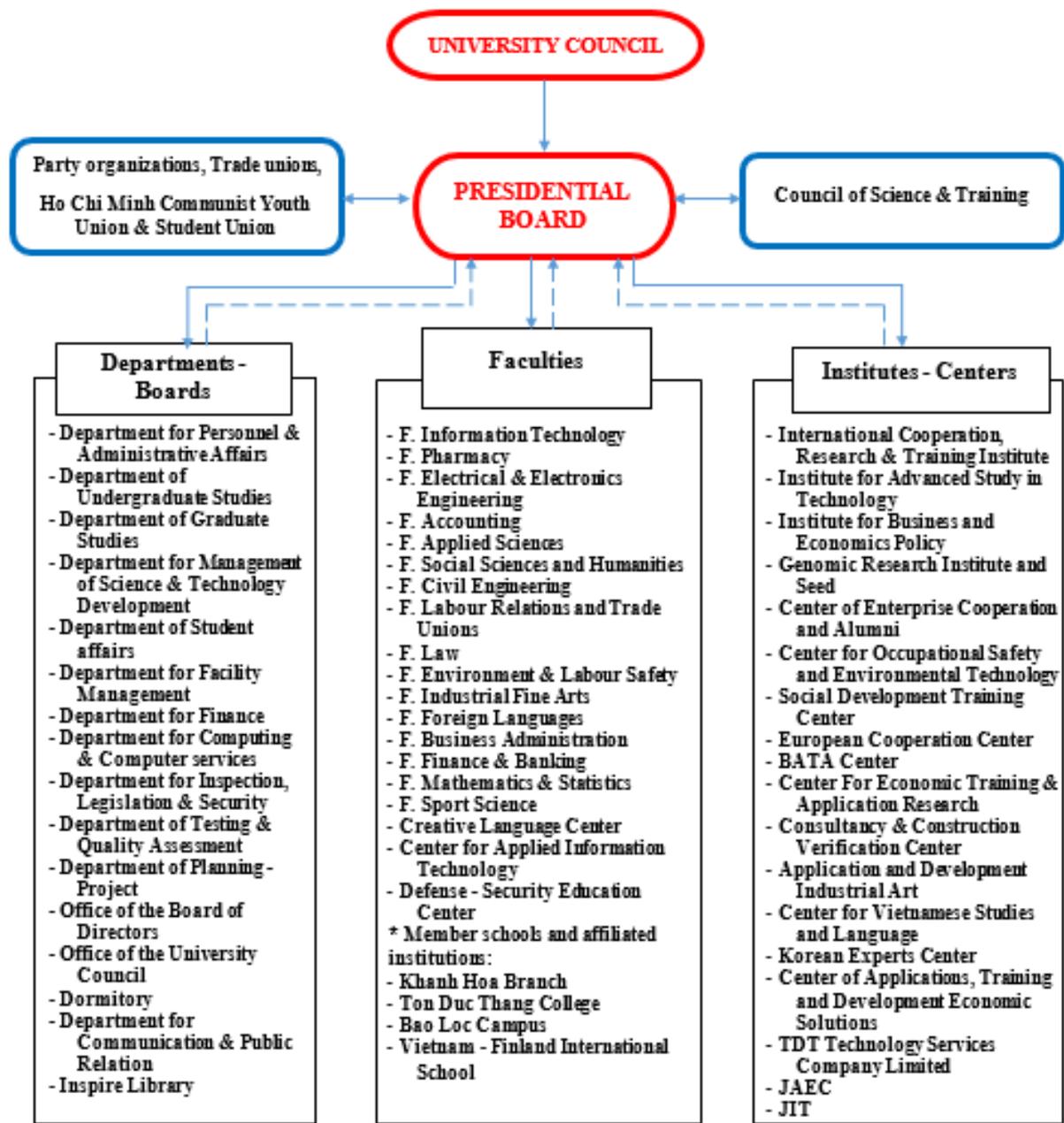


Figure 1: TDTU organisational chart

The **University Council** has the responsibility and authority to make resolutions regarding the strategic objectives, operational philosophies and principles, strategic plans, vision statements, long-term and medium-term development plans, and the regulations on organisation and operation, comprehensive policies related to the education and training, as well as strategies for scientific and technological activities and international cooperation of the University. With such responsibilities and authority, the members of the University Council represent the governing body, the Council of Science and Training, the lecturers, researchers, and administrative staff. Additionally, the University Council may invite external members from organisations involved in education, science, technology, production, and business related to the functions and tasks of the University. The President and Vice Presidents of the University are also core members of the University Council.

The **Presidential Board** directly leads, assigns, manages and supervises the whole University's activities; establishes and dissolves organisations under the University such as faculties, divisions, departments; decides to appoint and dismiss positions from heads and deputy heads of affiliated units; formulates and plans on human resource development for the University; builds a system of legal documents, regulations, processes and procedures within the University to ensure the operation, inspection and supervision of all activities of the University in accordance with current regulations; builds and organises the implementation of scientific – technology plans, and international cooperation.

The **Council of Science and Training of Ton Duc Thang University** advises on developing training development plans, science and technology, quality assurance, and development strategies of the University; determines the orientation, content, and scale of training of the industry, the opening of new branches, and the development of key training industries compatible with social needs in each period, and the long-term development direction of training and scientific research activities. It gives opinions on issues of developing the study programme for new occupations and participates in re-evaluating the needs and necessity of existing training professions; gives opinions on important regulations in the field of training and science - technology when requested by the President. Together with TDTU it expands external activities and domestic and foreign cooperation; consults on building a team of experts and scientists for the long-term development of the University; advises and gives opinions on key scientific research projects when required.

Specialized Groups (16 faculties, Center for National Defense & Security Education, Center for Applied Information Technology (CAIT), Creative Language Center, TDT Vocational College, VFIS): implement, monitor, supervise and manage educational activities, science-technology, internationalisation; foster and develop professional personnel; manage and develop students.

Branches/Campuses: Bao Loc Campus and Khanh Hoa Campus serve short-term classes, rotating classes, military semesters, extracurricular courses, exchange student programmes, student field trips, internal seminars. In 2022, Khanh Hoa Branch had a decision to be allowed to conduct training activities at undergraduate, master's, doctoral levels and short-term training; carry out scientific and technological activities; carry out activities of law dissemination and education and provide training services, fostering professional knowledge for trade union officials and managers, training to improve skills for workers and employees.

Administration and Service Group (11 Departments, 02 offices, 01 Board, 01 Library): is the advisory department for TDTU's Presidential Board on each field of work assigned by the University; builds a legal document system for operation; organises the administration and management of assigned tasks; makes periodic reports and at the request of the Presidential Board; coordinates and supports related fields between units; helps the Presidential Board to check, monitor and coordinate activities in the University.

Science and technology service group (01 Institute, 10 Centers, 01 Science and Technology Development Support Fund, 02 international scientific journals, 01 Company, 27 Research Groups): focus on carrying out scientific and technological tasks including international publication, patents, and technology transfer topics and projects.

Party - Union:

The Communist Party of Vietnam at TDTU functions as the political nucleus of the University, leading the implementation of the Party's guidelines and policies and the State's laws; directs the activities of the Executive Committee of the Trade Union; coordinate with the Presidential Board to have a plan to take care of the material and spiritual life of lecturers and staff; directs the activities of the Ho Chi Minh Communist Youth Union⁴.

All units in the University from the University Council to the affiliated units have its own operating regulations, which fully stipulate the functions and duties of the unit as well as the rights and responsibilities of each member in it. Competencies of individuals are clearly stated in the job placement project.

The University promulgates the Regulations on organisation and operation of TDTU to stipulate the legal position, functions, tasks, principles of organisation and operation, organisational structure and personnel, organisation and management of basic activities. This Regulation is the basis for the management apparatus to operate and coordinate, and to ensure the University's strategy is implemented synchronously.

At the beginning of the academic year, all units must develop an academic year plan for the Presidential Board to approve and from there to establish a common academic year plan for the whole University to apply in professional and skill work at the affiliated units. In addition, the University also plans to inspect yearly to ensure strictness in teaching and learning as well as to build and strengthen the university discipline, and to supervise the strict implementation of regulations on lecturers' expertise management, and students' learning management.

The inspection results will be reported to the Presidential Board during the weekly meetings or after the university's general inspection as prescribed. At the campuses of Ton Duc Thang University such as Bao Loc Campus, Khanh Hoa Branch, the same orientation regulations, and plans are also applied at the beginning of the academic year compared to Tan Phong Headquarters in District 7, the performance will be reported in the meetings with the President or upon request.

Quality Management

The mission and long-term goals of TDTU are aligned with its Quality Management system. The quality policy is defined as follows:

1. Leadership and management: ensure a lean, transparent and democratic management system; continuously review and improve in order to manage risks and increase operational efficiency.

2. Human resources: recruit, train, maintain and develop human resources with expertise, high scientific level, integrity, professionalism and responsibility;

3. Finance, facilities and information technology system: operate a sustainable and transparent financial model; invest and develop material facilities to ensure modernity, completeness and

⁴ Ho Chi Minh Communist Youth Union and Vietnam Student Association are two socio-political organisations for union members, youth, and students of the university, playing a pivotal role in the youth-student movement, creating an environment which allows students to participate in activities to help students train and develop the personality and capacity of new workers in accordance with the requirements of today's society. Activities of the Youth Union - Association support students to develop during their study time with extracurricular activities, playgrounds, and competitions.

depth; accelerate digital transformation to develop intelligent services, in order to timely serve the implementation of strategic goals in each development stage;

4. Training activities and science technology: continuously innovate to meet the needs of stakeholders; develop specific areas of in-depth research to effectively contribute to local, national and international development.

5. Connecting and serving the community: promote TDTU nationally and internationally; continuously expand cooperation relationship with domestic and foreign partners and networks including enterprises, professional associations, universities, governmental and non-governmental organisations to enhance position and prestige of the university.

The quality policy is issued and posted on websites, widely communicated to all employees through different channels including in person, website, TDTU's document system, and turned into actions with each specific content and each specific goal.

In 2011, the University established the Department of Testing and Quality Assessment to fulfill the mission of implementing a quality assurance system throughout the University. As of May 2023, there is a core staff of 15 employees. In terms of management mechanisms, TDTU leaders facilitate the active involvement of the Department of Testing and Quality Assessment in quality control activities at units, in important meetings that determine TDTU quality improvement policies, and proactively implementing risk prevention measures, as well as providing feedback on plans to enhance the quality in the University's core activities.

In 2007, the University's quality management system was designed and operated based on the ISO 9001 quality management standard. Thereafter, TDTU transitioned the quality management system to the ISO 9001:2015 version and obtained a third-party certification under the ISO 9001:2015 quality management standard in 2016. Until now, the ISO 9001 quality management system has been continuously, stably, and effectively operated. This system was re-certified by BSI in March 2023, shared, and agreed upon throughout TDTU. Quality objectives are annually established, approved, and publicly listed in the document system.

Upon establishing the Quality Management System (QMS) under the ISO 9001:2015 standard, TDTU identifies the processes within its institution, controls, and manages activities closely related to each other based on the Process-Based Quality Management System model. Additionally, the Plan-Do-Check-Act (PDCA) method is applied to all processes.

The strength of the University's internal quality assurance system is demonstrated through core values as follows: 1. Strong commitment of leaders; 2. Risk-based thinking; 3. Customer focus; 4. Focus on the expectations of stakeholders; 5. Internationalisation target; 6. Quality and trust; 7. Continuous improvement.

Based on the identification of critical processes and the establishment of monitoring and measurement criteria, the University adopts necessary control measures. Every year, at the beginning of the academic year, based on the University's research university development plan and the 5-year development plan, the President issues the University-level Quality Objectives. Simultaneously, based on the previous year's achievement results, the research university development plan, the 5-year development plan, and TDTU's Quality Objectives, all units throughout the University draw up a draft of their own Quality Objectives. The ISO division of TDTU is responsible for providing feedback and monitoring the design of objectives by the

units, submitting them to the President for approval. The quality objectives of the University and units are posted in the office of each unit and announced on the portal.

The internal quality assurance system is controlled through procedures and work instructions, which are widely disseminated throughout the University. Annually, the University carries out internal assessments to self-evaluate the system's effectiveness, identify potential risks that may lead to errors, and implement action plans to remedy the system. Additionally, Leaders review all stakeholder inputs and implement improvements to satisfy the increasing expectations of stakeholders.

In addition to process control activities, data analytics and statistics are conducted regularly to serve the management process, ensuring a systemic perspective and timely implementation of quality assurance measures in each stage of the management process. The evaluation of the academic year's performance of TDTU and units is also a management process in which all related stakeholders participate.

Unit level: The meeting of lecturers and staff is held annually to provide a forum for all lecturers and staff to discuss and provide feedback on the Report on the performance of tasks of each staff and the whole unit, as well as on the objectives and work plans in the new academic year. Participants have the opportunity to engage in democratic discussions, openly and frankly express their opinions on unit issues and activity quality, as well as University policies and administrative decisions; subsequently, the collective gathers majority opinions for voting. The meeting emphasizes highlighting the real successes of the unit and individuals, identifying areas where tasks have not been accomplished or completed, and analyzing strengths, weaknesses, and the effectiveness of unit management. In terms of objectives and tasks for the new academic year, the meeting focuses on contributing new objectives, solutions, and management methods to ensure the completion of the academic year's tasks and contribute to the continuous improvement of TDTU.

University level: The meeting of lecturers and staff is held at the end of each academic year to deliver reports on the University-level performance of tasks, the determination of the key tasks in the new academic year, the financial disclosure, the implementation of rights and benefits of the employees; respond to the inquiries and address the concerns raised from the unit-level meetings of lecturers, staff, and employees; as well as hold a vote for resolutions in such meetings.

Quality improvement activities are carried out serially, from top-level leaders to middle-level leaders and every lecturer and staff. Every 3 months, the University organises a review meeting with the participation of the Presidential Board and all unit leaders to search for quality improvement solutions. In preparation for these meetings, functional departments prepare data analysis reports for the conference to review and adopt resolutions on the subsequent actions to be done.

TDTU implements survey activities as an information channel to receive feedback from stakeholders regarding all the University's operations. Internal stakeholders include students, lecturers, staff, who are surveyed on an annual basis. This information channel helps TDTU accumulate further data to improve the quality management system. In addition, at the end of each academic year, the University organises the Annual Summer Conference to clarify the objectives and key issues for the upcoming year. For issues that can be resolved promptly, the

Presidential Board assigns the related units to handle and report the results directly to the President.

The database development and professional data analysis have enabled TDTU to be proactive and decisive in providing scientific and practical-based solutions. The continuous data updating system allows the personnel operating the management system to have a comprehensive overview, including data on trends of score distribution, students' satisfaction about the course, student and lecturer library usage, internal portal access, class observation, admitted students, and graduated students.

Escalation management

For students' complaints and reflections related to TDTU's activities, the Student Services Office is the focal unit to address; it coordinates with the units in charge to respond and thoroughly solve the problems that students, their parents or other related parties are facing, helps students feel secure to focus on studying, helps their parents believe in the University's service activities. Depending on the content of the complaint, the Student Services Office will resolve it within 03 - 05 days or transfer the application to the Department of Inspection, Legislation & Security (if it is a complaint or denunciation) within 24 working hours from the time the Student Services Office receives the student's email or letter. For other necessary cases, the Office will discuss with the leader in charge to consider the direction of the solution, such as sending an email or a message to the student to arrange a meeting. In the objective case (the Presidential Board, Head of Department on a business trip) cannot promptly handle the application for the student, the application processing staff must call to notify the student and make an appointment to return the results on the nearest day.

With complaints and feedback from lecturers, staff and outsiders, the University has developed a Guide to control the activities of handling complaints, denunciations, recommendations and feedback of lecturers, ensuring internal problems will be resolved according to regulations in a transparent and fair manner. When there is a conflict, the Department of Inspection, Legislation & Security will investigate and collect evidence related to the content of the application received from many different channels. Based on the evidence collected and the above discussions, the Department of Inspection, Legislation & Security will have preliminary conclusions on the content of the received application.

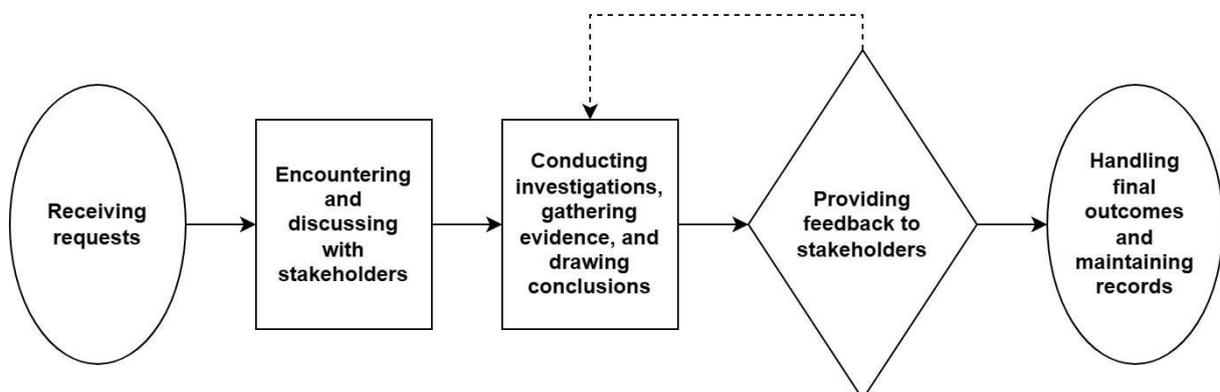


Figure 2: Escalation management process

Involvement of stakeholders

Every year, TDTU collects opinions from students, administrative staff, lecturers, employees, and society about the service quality of functional units throughout the University (the Presidential Board, Faculties, affiliated schools, Departments, Centers, etc.). The results of this surveys help TDTU implement solutions and policies to further improve the service quality of all units in the University. All of the above activities and organisational methods aim to ensure that all administrative staff, employees, lecturers and students can participate widely in TDTU's quality management activities.

Appraisal „Management Structure and Quality Management“:

The University's bodies, academic units, and administration offices as well as their tasks and competencies are clearly and transparently defined. The HEI's management and self-governing structures are functional and effective. This is also reflected in all campuses of TDTU. The management structure ensures functioning operations at all locations. However, the panel recommends including the middle management in the organisational chart to ensure transparency. The middle management positions between senior leadership (such as the president, vice presidents, deans, etc.) and frontline staff (such as faculty members, administrative staff, etc.) often oversee specific departments, units, or programmes within the university and are responsible for implementing the institution's strategic goals and policies at the operational level.

The HEI pursues a comprehensible strategy in terms of its quality management. The strategy is consistent with the HEI's profile. Specific KPIs are defined for each specific unit, which are regularly reviewed and updated (see panel's recommendation regarding KPIs in research activities in chapter I.).

The University uses different tools for monitoring and have a clear process for dealing with the results following the PDCA cycle. The competencies in quality management are clearly regulated.

The implemented quality management system is suitable to regularly examine the quality of the university's different areas of performance and to ensure a consistent development. The quality control loops and instruments of quality management are meaningfully connected and aligned to the HEI's different areas of performance. The panel formed the view that TDTU is collecting a lot of information by conducting a number of surveys. On the one hand the panel recommends reviewing whether the number of surveys can be reduced to the most important ones to avoid making participants "tired" of surveys. On the other hand, the panel recommends reviewing whether the gained data is used in the best interests of all stakeholders involved.

The University members (students, 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.

The University has established an escalation management on all levels and panel discussed some examples such as grade appeals during the on-site visit. The panel learned that there are around 2,000 cases per year the administration must cope with. Even though the panel

welcomes the clear processes behind each complaint, it recommends reviewing if certain procedures can be eased to reduce the administration workload.

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			X	
(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

The undergraduate study programme has a training period of 4-5 years with a total of over 120 credits, including general knowledge group (skills, political theory, informatics, English, etc.), and professional knowledge group including fundamental knowledge, specialized knowledge, internship and graduation.

The master's study programme has a minimum of 60 credits and has a training period of 1.5-2 years, including fundamental knowledge modules, specialized knowledge modules, research, internship and graduation thesis/ graduation project.

The doctoral study programme has a minimum of 90 credits, and has a training period of 4-5 years, of which a maximum of 16 credits is for compulsory or elective modules, and 74 credits for doing research, writing thesis and publishing research in the form of scientific papers.

TDTU calculates the ECTS according to its "Guidance on Converting Vietnamese Credit System to European Credit Transfer System". The calculation of ECTS is as follows:

- 01 theoretical credit, 01 learners needs to spend 15 learning periods x 50 minutes + 30 hours of self-study = 42.5 hours.

- 01 practical credit /experiment/discussion/basic internship/project/graduation thesis, 01 learner needs to spend 30 learning periods x 50 minutes + 30 hours of self-study = 55 hours.

4. The formula for calculating the credit conversion of TDTU to ECTS is as follows:

$$\text{- 01 TDTU theoretical credit} = \frac{42,5}{30} \text{ ECTS} = 1,42 \text{ ECTS}$$

$$\text{- 01 TDTU practical credit} = \frac{55}{30} \text{ ECTS} = 1,83 \text{ ECTS}$$

As a result, to complete 01 credit according to TDTU regulations, learners need from 42.5-55 study hours and equivalent to 1.42-1.83 ECTS.

Figure 3: Conversion from national credit system to ECTS

According to the MOET's regulation in Circular 17/2021/TT-BGDĐT and National qualification framework of Vietnam: TDTU implements academic assessment and credit recognition in accordance with the MOET's regulation.

- Article 9 (course grading), Article 13 (academic assessment and credit recognition) of Circular 08/2021/TT-BGDĐT
- Article 4 (academic assessment and credits recognition) and Term 3 Article 7 (organisation of training and evaluating academic results) of Circular 23/2021/TT-BGDĐT.

The undergraduate study programme of the University is currently deployed with 4 forms of training: Standard programme⁵ (taught in Vietnamese), High-quality programme⁶ (taught in Vietnamese and English), Undergraduate programme in English⁷, Joint programmes with

⁵ Graduates of the Standard program must reach international B1 level, IELTS 5.0 certificate or other equivalent international certificates.

⁶ This programme is taught to train global citizens, requires students to have an IELTS score of 6.0 or higher and develop relevant career skills to be able to study further or work around the world right after graduation.

⁷ The Undergraduate programme in English is implemented in line with the University's internationalisation strategy, oriented to attract international students to study at the University. It is taught entirely in English and is based on high-quality programmes.

international universities⁸. According to statistics by types of study programme, 70 % of students follow standard study programmes, about 27 % study high-quality programmes and about 3 % study programmes in English and Joint programmes with international universities.

The university has 18 majors of master's degree and 06 majors of doctoral degree. In particular, there are 11 application-oriented master's study programmes and 07 research-oriented-only master's study programmes. All master's study programmes are taught in Vietnamese and all doctoral study programmes are taught in English. The research-oriented study programme is built with a difference in the entrance standards for candidates and the Learning Outcomes for graduates. In particular, this programme is a study programme with objectives and contents built in an in-depth direction on basic principles and theories in the fields of science, development of source technologies which are the foundation for the development of applied science and technology fields; an application-oriented study programme is the programme with objectives and contents built in the direction of developing basic research results, applying source technologies into technological solutions, management processes, designing complete tools to serve diverse human needs.

The university's master's and doctoral programmes are designed for students to achieve the Learning Outcomes according to the necessary competencies according to the occupation, including the capacity for lifelong learning and research. The study programmes integrate subjects in the group of 08 core competencies for lifelong learning, including: Cultural cognitive and expressive competencies; Sense of start-up and entrepreneurship; Citizenship and social capacity; learning how to learn; native language communication; communicating in foreign languages; Mathematical competence in science and technology; digital literacy.

The bilateral cooperation doctoral programmes (Sandwich) between TDTU and 3 universities in the Czech Republic, Technical University of Ostrava, Tomas Bata University in Zlín, University of Chemistry and Technology, Prague, including 11 majors, are built to create a convenient opportunity for lecturers at TDTU, other universities, research institutes, and enterprises in Vietnam to study and research remotely (part-time) at universities in the Czech Republic. Diplomas in bilateral doctoral programmes are granted by universities in the Czech Republic and are recognized by the Vietnamese Ministry of Education and Training. Since 2013 until now, these bilateral cooperation programmes have enrolled 10 intakes, with more than 150 PhD students. Within this cooperation framework, more than 30 PhD students have successfully completed their study programmes.

In addition to administering full-time study programmes, the University also provides short courses to improve the competence and qualifications of the workforce, which are organised by the University's science and technology centers such as: Social Development Training Center (SDTC), science and technology centers, Center for Applied Information Technology (CAIT), Creative Language Center (CLC). In particular, as a unit under the Vietnam General Confederation of Labour, the University has the function of organising training courses for trade union officials in provinces/cities.

⁸ With this programme, students follow advanced study programmes from prestigious higher education institutions in the world, study 2-3 years at TDTU, the remaining time (1-2 years) rotate to study at joint Universities. The programme is taught entirely in English and students achieve the Learning Outcomes in accordance with the international standards of the overseas partner University.

The study programmes of the University are multi-disciplinary and multi-field oriented, developed with the goal of training human resources to meet the practical requirements of professions and meet the requirements of the labor market in such an integrated environment. The offer of diverse study programmes and types of training enables graduates to be highly appreciated by employers. According to survey results from 2018 to 2022, the percentage of students who were in employment within 12 months after graduating was from 99 % to 100 %; in which the percentage of students doing the jobs with the right major or related to the training majors was over 90 %. There is no great difference in the employment rates of different majors, with the figure for students of the engineering group of majors (mathematics and statistics, electrical - electronics engineering, chemical engineering, etc.) lower than that for students of the socio-economic group of majors. The average salary of newly employed graduates ranges from 8 million to 10 million per month.

Qualification objectives and didactical concept

The programme objectives (POs) are stated in general terms about the competencies and career prospects expected by the graduates, which can be achieved after graduation. They are consistent with the University's mission, vision, strategies and educational goals, industry and university characteristics, and compatible with the Vietnamese Qualifications Framework; national/international/regional occupational competency framework; and based on the contributions of stakeholders and professional associations and at the request of accreditation standards.

The study programmes at Ton Duc Thang University (TDTU) are designed, built and developed according to the Outcomes-based Education (OBE) model. Learning Outcomes (PLOs) of the study programme are designed to include the minimum requirements for knowledge, skills, autonomy and responsibility of students upon graduation.

Undergraduate study programme and special intensive study programme include compulsory general courses including Political Theory, Introduction to Laws, Physical Education, National Defense and Security Education according to current rules.

Master's programme: (a) Research orientation: scientific research volume from 24 to 30 credits, including 12 to 15 credits for thesis, 12 to 15 credits for projects and other research topics; (b) Application orientation: 6 to 9 credits for internship; graduation courses from 6 to 9 credits in the form of an assignment or a project.

Doctoral programme: The doctoral programme consists of 70/90 credits for scientific research activities and thesis defence, 10/90 credits for essay activities, research topics, and 10/90 credits for compulsory and elective knowledge of their major.

The study programme clearly stipulates the main components, which are mandatory for all students; at the same time, provide supplementary and elective components for students to choose in accordance with their own career orientation; The University and Faculty conduct meetings at the beginning of each academic year and assign a team of academic advisors to monitor and orient students to facilitate them in building their personal learning plans according to the schedule and sequence which is suitable for their own ability, needs and conditions.

TDTU's educational philosophy is "For the Enlightenment of Humanity", understood as "being able to use one's intellect openly and independently". Therefore, the University encourages lecturers to use a variety of teaching methods, focusing on students to promote creativity, critical thinking and lifelong learning ability, thereby promoting the combined effect of multiple

teaching methods. The teaching methods of the modules combines activities such as: Lectures with data presentations and PowerPoint, practice, group discussions, presentations, mini-survey exercises, data processing and analysis. Especially during the time of the COVID-19 pandemic from the beginning of 2020, teaching methods such as online, E-learning, face-to-face teaching, etc. have been deployed so that students can access knowledge in a flexible and appropriate manner under their circumstances. With the code of conduct “Fairness, Effectiveness, Devotion”, lecturers are responsible for disclosing all information in the course syllabus, including a brief description of the course content, Learning Outcomes, course materials, assessment sheets, grading criteria, course mark sheets, etc. on the E-Learning system of the University and students have the right to give feedback with necessary information for the lecturers to adjust (if any).

TDTU defines a list of assessment forms and measures learning outcomes, assessment methods are selected on the basis of considering consistency with Learning Outcomes and teaching methods of the courses; Lecturers can combine methods to suit the assessment activities, approved by the Head Lecturers and expressed in the course syllabi. Online assessment forms are applied only if honesty, fairness and objectivity are guaranteed like face-to-face assessments, and contribute no more than 50 % of the course’s score weight. Two weeks before the start of the new semester, the teaching units update the description of the rubric and assessment system into the course portfolio data. According to TDTU’s regulations on testing and measuring learning outcomes, all exam results must be announced within 15 days after the exam date via the student portal. If students are not satisfied with the results, they are entitled to submit an exam papers appeal request form and follow the review process to have their questions and complaints resolved.

Admission process

Regulations on enrolment of study programmes at TDTU were developed to meet the strategic goals of study programmes and at the same time meet the enrolment requirements of TDTU with reference to the admission requirements of the Ministry of Education and Training.

With the undergraduate study programme, TDTU publishes the methods, criteria and admission process and publicizes the admission information on the website. Candidates participating in the entrance examination at TDTU must have graduated from high school or equivalent according to the regulations of the Ministry of Education and Training. Selection according to the following options: (1) Admission based on high school results, (2) Admission based on results of high school graduation exam, (3) Priority admission under TDTU’s regulations, (4) Considering the proficiency test, in addition to Direct admission according to the Admission Regulations of the Ministry of Education and Training. Specific admission criteria according to each method are specifically published on the website <https://admission.tdtu.edu.vn/en> (see also Annex II).

For the graduate study programmes, there are 2 admission phases: in January and in June. Accordingly, the University clearly publishes the admission regulations, methods and conditions for admission, registration documents and related conditions on the website of the University, applicable to the Master’s programme <https://admission.tdtu.edu.vn/en/graduate/information/master-program> and Doctoral programme <https://admission.tdtu.edu.vn/en/graduate/information/doctoral-program> (see also Annex II).

In addition, the University offers scholarships and tuition fee waiver policy for TDTU alumni and international students to attract students for graduate studies <https://admission.tdtu.edu.vn/en/graduate/information/apply-for-scholarships>.

The consulting team from TDTU and Faculty will be in charge of admission advice and answering questions for students. Counselling for parents and candidates is conducted through many channels such as: direct counselling, online, hotline, email, Youtube channels, Facebook of the University, Open day, Admission Counselling Day.

Research transfer to the areas of studies and teaching

The University implements the higher education innovation policy under the motto “combining learning with solving practical problems through research, development, technology transfer, and social service to create high quality human resources”.

In the undergraduate study programmes, there are modules related to scientific research such as scientific research methods, research topics, project modules, research topics, and graduation thesis.

In the master’s programme, there are modules on scientific research methods, research topics, thesis/projects to integrate scientific research activities into the study programmes.

Especially in the doctoral level, scientific research is considered a mandatory task in the study programme for PhD students. Right from the time of admission, PhD students are assessed their ability to study and research through the process of protecting research proposal. During the study process, most of the study programme focuses on developing research skills such as overview essays, doctoral topics, and doctoral theses. PhD students in the doctoral study programme must develop a study and research plan each year, participate in teaching support activities, teaching assistants and performing scientific tasks and topics as assigned by the supervisors and the approved guidelines and plans. The graduate products of the doctoral programme require the PhD students to carry out scientific research as shown by the publication of ISI/Scopus articles as the main author.

The University also has a policy of inviting high-qualified lecturers (preferably professors, associate professors, doctorates with relevant expertise) with seniority and good scientific research capacity, to participate in teaching activities at the University, especially in the high-quality programme, undergraduate programmes in English, joint programmes with international universities, as well as be a member of Doctoral Dissertation Examining Committee (see also chapter IV. Research).

Quality Assurance

In fact, in the process of implementing study programmes at TDTU, the University applies procedures to control and ensure the quality of teaching materials, references, course syllabus and control the teaching process such as lesson plans, study plans, course registration, organisation of courses, internship course, organisation of classes within and outside the University. Every semester, the University organises activities to evaluate the quality of teaching and learning through classroom observations, evaluate the student satisfaction, and evaluate the quality of training.

Classroom observation: The University implements classroom observation activities at both the Faculty-level and the University-level. At the University-level, observation teams conduct classroom observations randomly at Faculties each semester, based on specific factors such as new lecturers or lecturers with low satisfaction ratings. The results of the observations are

sent to the Faculty to provide a basis for lecturers to improve their teaching quality. At the Faculty-level, Faculties plan their own observation schedules based on their specific work plans.

Score data analysis: When exam results are available, the Department of Testing and Quality Assessment analyzes the score data and sends it to the teaching unit for review and evaluation. If there is an abnormal distribution of scores (scores below or above the average with uneven distribution), the leaders of the teaching staff will organise a second round of grading and return the results to the Department of Testing and Quality Assessment within 24 hours. If the abnormality is related to the grading process, the teaching unit must conduct an independent re-grading with a minute and a marksheet. If the abnormality is related to the exam questions, the teaching unit must hold a meeting among the division, record opinions on the corrective actions to be taken to avoid recurrence. If the abnormality is related to teaching, the teaching unit and lecturer must provide an explanation and submit it to the President for a decision on how to handle it.

Evaluation of student satisfaction: At the beginning and end of each semester, the University conducts surveys and evaluations on the “Students’ satisfaction with the acquisition of lectures” for all students regarding their satisfaction with the courses they have taken during the semester. The surveys and evaluations are conducted on the Student Portal. For the graduate level, students are invited to evaluate the quality of teaching after completing each course. The opinions and ratings of students about the lecturers will be sent to the Faculty for consideration and appropriate improvement solutions, helping lecturers improve the quality of teaching. In addition, students can provide feedback through email or directly at the Faculty’s office and the Student Services Office on a daily basis. The opinions of students are all recorded, reviewed, and immediately addressed by the University with corresponding solutions.

Alumni and enterprises’ evaluation of training quality: Every year, TDTU collects data on graduates right after their graduation decision to build a database of alumni and a communication channel between alumni and the University. TDTU aims to expand its network of enterprises annually. TDTU conducts surveys to gather feedback from alumni and enterprises which serves as an important bridge to help TDTU collect multidimensional information from stakeholders, providing a basis for improving teaching programmes and educational methods that are closely linked to social requirements.

Cooperation

TDTU has provided a list with 85 cooperation partners in studies and teaching.⁹ The University has two units: 1) International Cooperation, Research and Training Institute (INCRETI); and 2) Center of Enterprise Cooperation and Alumni (CECA), which monitors and supervises the University’s international cooperation activities, regularly advises Presidential Board on the results

⁹ From these international partnerships, the University has developed joint programmes with many universities in countries and territories (such as the UK, the Netherlands, Italy, Australia, the Czech Republic, Malaysia, Taiwan) at both undergraduate and graduate levels under various forms (dual-degree or single-degree programmes in the form of 3+1, 2+2, or 1+1). Currently, the University is implementing 11 joint study programmes at the undergraduate level with international universities. The University is also implementing a joint master’s programme with the University of L’Aquila - Italy in Applied Mathematics. The bilateral cooperation programme for part-time doctoral training with 03 reputable partner universities in the Czech Republic: Technical University of Ostrava, Tomas Bata University in Zlín, and the University of Chemistry and Technology.

achieved to timely update and supplement and adjust appropriate objectives and policies for each development stage to ensure that the University's cooperation plan achieves its set goals.

The University signs Memoranda of Understanding (MoU) with international partners to discuss and implement specific cooperation activities in training (short-term/long-term student/lecturer/researcher exchange programmes, undergraduate and graduate joint programmes), scientific research and academic exchange (jointly organise international conferences, seminars, conduct joint research projects, organise seminars/workshops for academic exchange for students/lecturers), and other activities depending on the needs of both parties (cooperation in investment promotion, investment attraction, administration).

TDTU also implements partnerships with domestic and foreign professional organisations to collaborate in training professional certificates such as: ICAEW organisation (The Faculty of Accounting), CFA Australia organisation (The Faculty of Finance and Banking), FIATA Federation of Freight Forwarders Associations/ Vietnam Logistics Service Providers Association (The Faculty of Business Administration), SMEI Vietnam Co., Ltd. - Representative of Sales & Marketing executives international Inc. in Vietnam (The Faculty of Business Administration), VHRS Joint Stock Company (The Faculty of Business Administration), VTOS (The Faculty of Business Administration).

Appraisal „Studies and Teaching“:

The study offer and the superordinate qualification objectives correspond to the TDTU's profile. The programme objectives are stated in general terms about the competencies and career prospects expected by the graduates, which can be achieved after graduation. They are consistent with the University's mission, vision, strategies and educational goals, industry and university characteristics, and compatible with the Vietnamese Qualifications Framework; and based on the contributions of stakeholders and professional associations.

The documentation of the selected programmes (Bachelor of Laws, Master of Finance and Banking, Doctoral degree in Accounting) demonstrates in an exemplary manner that TDTU is capable of developing suitable concepts for study programmes that in their qualification objectives are oriented towards the (inter)national qualification frameworks to describe and differentiate the educational levels. With regard to credits allocation and conversion to ECTS, the panel notes that according to Circular 17/2021/TT-BGDĐT, one Vietnamese credit is equivalent to 50 standard learning hours. This may (positively) affect the conversion to ECTS making it more aligned to European standards such as 30 ECTS per semester. The panel recommends reviewing the national standards for credits allocation and the conversion system.

With its regulations and internal processes, the University also ensures dependability and predictability in teaching and examination operations. The didactical concept allows students to take an active role in the designing of their learning processes.

However, from the curricula and course descriptions of the selected Bachelor and Master programmes as well as from the interviews conducted on-site, the panel formed the view that the mutual relation of research and teaching must be improved to ensure a knowledge transfer from research activities to the area of teaching. This need is closely related to TDTU's current research capacities (see appraisal in Chapter IV "Research" as well as the recommendations in chapter I. and VI.).

During the on-site visit, the panel learned that there is a differentiation between the scope of research activities at the faculties on the one hand and at the institutes on the other. The latter focus more on research, as they are particularly assigned to research, than the teaching staff at the faculties, who can spend less time on research due to teaching commitments or can choose to teach only. But the faculty members should be able to ensure the mutual relationship between research and teaching in the study programmes. Therefore, there should be a balanced distribution of lecturers who can contribute research results, teach scientific methods, and supervise students' scientific work. During the on-site visit the panel also saw good examples at the Faculty of Pharmacy where students benefit from mutual relation between research and teaching. However, the panel formed the view that the research transfer into teaching activities is not ensured yet for all programmes. **Therefore, the panel recommends the following condition:**

The University takes measures for a research transfer into teaching activities in all undergraduate and graduate programmes, built and based on the already offered courses on research methods and academic writing skills.

The quality management system includes instruments and methods for the regular assessment of the programmes' quality. The information resulting thereof is evaluated and the findings obtained are transferred into specific measures for the programmes' improvement and further development. As of the volume of different surveys, please refer to panel's recommendations in chapter III "Studies and Teaching".

The University maintains cooperative relationships with partners from science, business, culture that are useful for its study programmes. For example, these are used for input to further develop study programmes or establish new programmes.

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				Condition
(4) Quality assurance			X	
(5) Cooperation			X	

IV. Research

Research Strategy

The goal of TDTU is: “Giving high-quality training to human resources and developing talents from students, labour workers for the city and the whole country; conducting increasingly effective applied and scientific research to contribute to the country’s development in the long run; committing themselves more and more effectively to the cause of human development and to increasing the country’s prosperity, stability and sustainability”. Ton Duc Thang University’s long-term goals is determined to become an applied research university within the next three decades (period 2007-2037) (see self-evaluation report p. 55). From here, TDTU has identified and set medium-term goals (5 years) to gradually implement long-term goals. In the current period, TDTU has been implementing phase 3 (2019-2024) with specific goals on international publication and technology transfer, focusing resources to develop all industries and fields to achieve world-class expertise in research.

When implementing the strategy, the University’s research activities focus on the following three directions:

- Basic and academic research: research results must be published in the world’s leading prestigious journals listed in WoS (USA) or Scopus (Netherlands) databases.
- Applied research: research results must successfully solve the problems posed by practice; Specifically: technological research must have outputs that are new product designs, patented invention ideas.
- Transfer research: research activities must cooperate with enterprises to transfer products from research activities; and/or must sign a contract to conduct research for the enterprise with funds paid by the enterprise.

Research activities

In the period of 2018 - 2022, the University has achieved the following overall results: For basic research, in the period of 2018-2022, the University has a total of over 9,600 international publications listed in the WoS database and reached nearly 170,000 citations. For applied research (especially USPTO patents), up to now, TDTU has a total of 15 patents recognized by USPTO (out of a total of similar 238 patents in Vietnam) and 12 profile are being reviewed by USPTO. For the transfer of research results to units, organisations outside the university have brought a great financial source to the University. Details are as follows:

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Table 2: Audited financial statements of the University

The University has organised 27 international conferences with the participation of prestigious scientists from more than 30 countries around the world. The university has 02 international journals, one of which is listed in both WoS and Scopus databases.

Such achievements have made an important contribution to bringing TDTU to a high position in the world university rankings and recognized by prestigious regional and international university accreditation organisations such as: THE, ARWU, QS, URAP, UI Green Metric, HCERES, AUN-QA, FIBAA.

At the same time, in the University's activities in general and especially in scientific research, the University always pays attention to the criteria of sustainable development goals (SDG) through extensive training sessions for lecturers and staff on these criteria.

TDTU's scientific research management system is decentralized and operated according to the following figure:

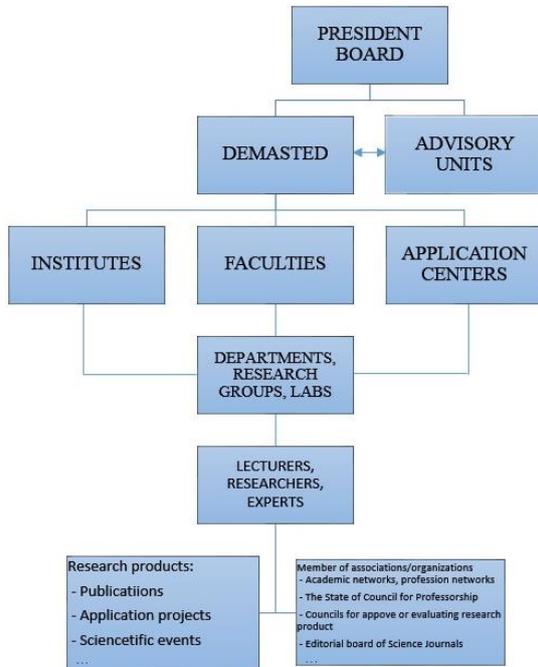


Figure 4: TDTU's scientific research management system

The Presidential Board directs and manages the general activities of the institution, including scientific research activities, which are primarily coordinated by the Department for Management of Science & Technology Development (DEMASTED). DEMASTED is responsible for administering the research activities of the entire institution, monitoring, and evaluating the effectiveness of this work in various units (faculties, institutes, centers) with the following main functions and tasks:

- Develop long-term, mid-term, and annual strategic development plans for the entire institution and allocate them to the relevant units for implementation.
- Advise on the development and enactment of policies concerning the administration of scientific research and technology transfer.
- Compile reports on the implementation status and propose to the Presidential Board the approval of necessary actions for improvement, adjustments, or additions to align with the real situation at each stage.

The deans and directors of institutes/centers manage their respective units to carry out research activities according to the plans and policies approved by the institution. These units hold internal weekly meetings and report their research status to the President, along with other activities of the unit. Monthly, DEMASTED leads meetings with these units to review the implementation status and make necessary proposals. DEMASTED will be the focal point for recording and reporting to the Presidential Board. The Head of DEMASTED, who is primarily responsible for the department, must have a doctoral degree, a strong track record in scientific

research (or academic research, or applied/ transfer research) and have experience of administrative management; must understand the policies and guidelines of the State on the management of science and technology.

In addition to institutes and research centers, faculties also carry out research tasks. At the faculty level, the Dean and/or another lecturer is in charge of research activities. The main force performing research tasks at TDTU includes lecturers, researchers, research assistants and experts. This force currently accounts for about 40 % of the total staff of the University. Scientific research products of the University include the following main forms:

- International publication: Journal articles, conference articles, books and book chapters must all belong to the WoS database of the US or Scopus of the Netherlands.
- USPTO patents
- National and international transfer projects
- Academic exchange events and forums: Scientific conferences, scientific seminars.

From the achievements in scientific research, in recent years, experts and scientists of the University have been admitted and participated in large and prestigious academic and professional networks, such as Vietnamese Theoretical Physics Society, Royal Society of Chemistry, Ho Chi Minh City Automation Association.

In addition, the University has 02 professors who are members of the Disciplinary Council for Professorship of the State Council for Professorship and many scientists of the University participate in the editorial board of prestigious scientific journals of prestigious publishers such as Elsevier, IEEE, MDPI, Taylor and Francis.

The University established a division aiming at directly advising the President for research activities, including the Scientific Ethics Committee and the Committee of Experts. This division performs the task of reciprocating with DEMASTED to ensure academic integrity and protect the legitimate interests of TDTU scientists.

In addition, the University also established the Foundation for Science and Technology Development (FOSTECT): The Fund has organised the acceptance test for scientific research projects in 2017, 2018, 2019, and deployed announcements funding for the yearly basic and applied research.

Research cooperation contracts with External

During the on-site visit the panel intensively discussed with TDTU management and several further TDTU members about its criteria and conditions for signing research cooperation contracts with external parties. This was discussed in the context of TDTU's publication activities in the last years where it is publicly known that TDTU hired external parties to conduct research on behalf of TDTU. The experts were particularly interested in the affiliation of these external researchers with TDTU. The University presented its "Brief regulations on scientific activities of TDTU" containing regulations for internal staff (Part I-IV: Regulations on scientific publications; regulations on international scientific publication ranking; regulations on condition obligations and working regime for researchers; regulations on the income of researchers) and "Temporary regulations on criteria and conditions for signing research cooperation contracts Part V)" for external parties. Part V regulates in Article 1 Subjects and scope of application; Article 2 Criteria and conditions for signing research cooperation contracts; Article 3 Required

Documents; Article 4 Implemented Procedure; Article 5 Compensation, Obligations, and Violations Handling, and Article 6 Benefit Regime Applicable to experts when working at the University.

In this regulation the external parties are called Collaborative Researchers. As of their qualifications, TDTU requests in Part V, Article 2 the following conditions: 1. Holding a doctorate; 2. Having a research plan and work plan that align with the research area/direction and educational mission of the management unit; 3. Being the first author and/or corresponding author of at least 4 scientific publications in WoS for NS-T or 2 scientific publications in WoS or 4 scientific publications in Scopus for Social Sciences, Economics, Finance, Management, etc; 4. Having a plan for research and scientific publication cooperation with the University's full-time staff; or annually register to conduct additional research/teaching activities with a minimum of 2 registered activities they can choose from 17 activities in total (see further information and panel's assessment in the chapter below "Appraisal "Research").

Promotion of research

To implement this strategic plan, the University has a complete and comprehensive system of legal documents to promote and encourage scientific research and technology transfer, including:

- Regulations on scientific research of lecturers
- Regulations on how to calculate income for lecturers
- Regulations on working regime of researchers
- Regulations on management of research groups
- Regulations on researcher's income

According to these documents, all teaching staff with doctoral degrees are required to register for scientific research obligations. They can register the product as an international publication ISI/Scopus or carry out applied and transfer projects. Depending on the registration of scientific research obligations, these lecturers can receive different incomes and depending on the level of completion, and they will receive the appropriate reward schemes of the University.

Especially, for researchers, research lecturers and experts, they can decide their own income level through registration quota. The higher the quality of the scientific product (high-ranking articles, widely- applied projects, high-class patents), the higher their income. In addition, the University also clearly stipulates the allowances through the H-index of scientists (H-index according to WoS, total number of citations for the University).

With TDTU's recruitment standards, the attraction of available Vietnamese personnel is still limited. To overcome this, in addition to recruiting foreign experts, the University has sent its staff to study and research at major and world-famous universities to improve the quality of human resources for scientific research.

In terms of finance, the University always allocates a suitable budget for scientific research. At the beginning of each academic year, research units (faculties/institutes) base themselves on the actual situation to make estimates to use for scientific research for the Presidential Board to consider and approve. Based on the medium-term plans and actual personnel of the affiliated units, the University allocates detailed quality goals to the units, including the objectives of scientific research. From that goal, the units make a budget estimate for the University's approval. The focal units (DEMASTED, Department of Finance) are responsible for monitoring

and supervising the proper use of budget resources, in accordance with the University's regulations and the State's laws.

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Table 3: Budget allocations for scientific research

Good scientific practice

TDTU has a full system of documents, guidelines and Specialized departments to ensure Good Scientific Practice, specifically for the component items as follows:

1. Reliability in performing research:

- Regulations on international publication and ranking of the University: Must be articles listed in reputable databases WoS, Scopus, US patents
- Regulations on ranking experts of the University
- Regulations on checking plagiarism of international publications

2. Objectivity and 3. Duty of care:

The Council of Science and Training of the University and faculties/institutes, Scientific Ethics Committee, Committee of Experts.

4. Impartiality and independence, 5. Honesty in communication, 6. Fairness in providing references and giving credit:

- Regulations on international publication and ranking of the University. This criterion is ensured through the recognition of world-renowned, prestigious journals for TDTU's research products.
- All international publications of the University must perform a Plagiarism check of the Ithenticate software (the copyright is purchased by TDTU).
- The University also has a list of poor-quality journals and publishers that are not sponsored and are published on the university's website.

7. Openness and accessibility:

- Information about research results are regularly updated on the University's website. In addition, the task of organising scientific exchange forums and events is always focused. The university stipulates that faculties/institutes must organise international conferences with a frequency of every 2 years. These conferences must involve the participation of universities from at least 5 countries, and the conference proceedings must be listed in the WoS or Scopus database.
- Academic exchanges at world research institutes, centers and top universities (top 800) are yearly assigned to the faculties/institutes, lecturers and researchers of the University.

8. Responsibility for the scientists and researchers of the future

As mentioned, TDTU not only focuses on basic and academic research, but also develops applied research and transfer activities in the following directions:

- Applied topics with units outside the University: Enterprises, localities, international organisations

- Patents
- Open Specialized training courses, contribute ideas and advice on policies to localities, ministries, and departments

Research activities for students are also focused by TDTU:

- On average, the University spends from 300 to 500 million VND per year on Undergraduate research
- For graduate students, faculties all have ISI/Scopus publication criteria for each intake as follows: For natural-engineering group of majors, 5 graduate students must have 1 ISI/Scopus publication; for socio-economic group of majors, 10 graduate students must have 1 ISI/Scopus publication
- All scientists of the University must allocate funding sources for training and thesis guidance for Master's students and PhD students.

Quality assurance in research

Research activities of the University can be divided into the following main groups: research groups, researchers, research of lecturers, undergraduate research. TDTU has corresponding regulations and procedures to manage the research activities of these subjects in terms of quality and progress, including:

Procedures for managing research groups.

The groups work according to the 5-year project and the annual plan. At the end of the academic year, the research group needs to report the results to the governing body (faculty/institute). The Department for Management of Science and Technology Development is the focal unit responsible for appraising reports and submitting them to the University for consideration, or the University can request an ad-hoc report (through the DEMASTED) on the implementation status of the groups.

Researchers sign up for research obligations on a yearly basis. Every 3 or 6 months, the researchers must report on the status of task performance. The results of the 6-monthly report will determine the additional income that researchers will receive depending on the level of completion.

Procedures for managing research of lecturers

All lecturers with doctoral degrees of the University are required to carry out research obligations. Products can be articles published in ISI / Scopus journals or applied topics. The implementation duration can be 1 or 2 years depending on the specialty and capacity of the lecturer. Every year, lecturers need to report the performance status to the management faculty. The DEMASTED is the focal unit responsible for appraising reports and submitting them to the University for consideration.

For the products as applied topics with partners outside the University and unit-level topics, the University controls the quality and progress through the terms of the contract or professional contract with the project manager who is the staff member of the University. The DEMASTED is the lead unit and the faculties/institutes coordinate to perform the function of monitoring and reporting to the Presidential Board. All topics have a committee to evaluate and accept the implementation results.

Procedures for undergraduate research

For students, research activities are a movement that the University encourages, promotes, and creates conditions to promote their creativity, apply learned knowledge in practice, and aim to publish research results in ISI/Scopus journal. Undergraduate research activities are carried out periodically in each academic year. The topics of undergraduate research funded by the University are those having been reviewed and selected by the University-level and Faculty-level Proposal Review Committee. During the implementation time of the topics, the unit in charge closely supervises and supports to ensure the topics complete on schedule.

Upon completion, the undergraduate research product is evaluated by the Faculty-level Acceptance Committee. High-quality topics will be proposed to participate in the acceptance test and are awarded at the University level, along with other awards outside the University (at city level, ministerial level, national level).

In parallel with the above regulations, every year the University issues a set of objectives, including research objectives. These objectives are distributed across faculties/institutes. The Department of Testing & Quality Assessment and the Department for Management of Science & Technology Development are the common leading units of the University monitoring the implementation of research objectives. Every 3-6 months, the implementation will be reviewed and reported to the Presidential Board for assessment and appropriate direction.

In addition, the University has a division that directly advises the Presidential Board on the quality assurance of research activities such as the Committee of Experts, the Scientific Ethics Committee, Council of Science and Training. These divisions operate independently and have the task of supporting the DEMASTED - the focal unit for research of the University.

Research cooperation

In research activities, the University/affiliated units (faculties, institutes, centers) have established cooperative relationships at different levels with educational institutions, research units, social organisations and localities in the country.

For universities and research units, the University continuously organises meetings and events to exchange and learn about administration models in general as well as science and technology management in particular.

TDTU and amicable universities have agreed to establish a network of cooperation between international universities with the English name: University Consortium International (UCI). The organisational structure of the Association is as follows: the Chairman and councils (education, research, exchange and cooperation) are rotated by term of office. Of the 10 members above, there are 2 universities of applied sciences and the remaining 8 are research universities. Among them, there are universities ranked in TOP 300 in the world according to THE. In addition to the UCI network, in the period 2018-2022, the University also signed 96 MOU with other universities around the world to strengthen the Internationalisation of research activities.

At the same time, the University also established a network of amicable partners who are enterprises, socio-economic and cultural organisations. Up to now, the University has signed nearly 600 MOU with amicable partners. The University has signed and maintained comprehensive cooperation with Lam Dong, Binh Dinh, Binh Thuan and Gia Lai provinces and cooperated with other localities.

Appraisal „Research“:

The research activities at TDTU have been organised in concrete plans with both long-term and short-term development strategies. Accordingly, the teaching staff are integrated into the research landscape and are supported by the University. A publication list of all researchers at TDTU has been provided. TDTU promotes the research activities of its academic staff financially and by reducing the teaching load. In addition, TDTU offers its teaching staff scholarships for doctoral studies to further foster internal research capacities regarding its strategy.

The topic of research and TDTU's research strategy was of great importance in all interview rounds. The panel discussed the strategy and tried to understand the importance of rankings in TDTU's strategy and their impact on the University's teaching and research activities (see panel's Appraisal in Chapter I „Mission Statement, HEI's Profile and Strategic Objectives“). As of the involvement of external parties as “Collaborative Researcher”, the panel was very sceptical and discussed it with various University representatives including the president. All in all, the panel was able to comprehend the following picture:

As a young university TDTU finds itself confronted with the challenge of transforming into a research institution. Faced with limited internal personnel research resources and international recognition, the institution has adopted a pragmatic approach to intensify its research efforts – by recruiting external researchers. This decision is driven by the necessity to gain traction on the global scientific stage. The university is banking on the collaboration with external experts to broaden its research agenda while simultaneously bolstering its international visibility. Another aspect is the intention to create a sense of aspiration for the internal staff by deploying international expertise. However, the question of the long-term independence and competitiveness of internal research groups becomes pertinent to the panel.

While the university harbors the hope that collaboration with external researchers will not only bring prestige but also attract qualified talents, scepticism remains regarding the sustainability of this model. The real challenge lies in converting external resources into a critical shift in the institutional research culture without jeopardizing the independence and identity of the university.

In addition, the panel studied the regulation for Collaborative Researchers and the set conditions. Article 2 in Part V describes how their affiliation to TDTU can be realized. TDTU provides a table with 17 activities from which the external researchers must choose two. The panel is of the opinion that the affiliation degree, however, can vary significantly depending on the nature of the activities undertaken.

Besides, the identified activities span a diverse range from teaching one course per year, supervising doctoral dissertation, participating in the review on four scientific research topics at all levels of the University up to “only” recommending two additional experts and supervising a master's thesis. While these activities may fulfil the stipulated conditions, the committee recognizes the potential for varying levels of commitment and impact on the university's research landscape.

For instance, an external researcher who fulfils the requirement by merely recommending two experts and supervising a master's thesis may have a different level of involvement compared to another researcher engaging in more extensive collaborative initiatives, such as leading joint research projects, participating in curriculum development, or contributing to the university's strategic planning. The panel emphasizes the need for a nuanced evaluation process that

considers the depth and breadth of the external researchers' contributions onto the TDTU. The goal is to ensure that the engagement of external researchers is not merely a procedural fulfillment of activities but a meaningful collaboration.

As described above, the panel recommends avoiding this practice entirely. The TDTU President assured that this topic is taken very seriously and that due to past violations, where the set conditions for hiring collaborative researchers were not supervised appropriately, it became a matter of high importance and is supervised by the Presidential board. The decrease in publications shows that this practice has become less. The panel takes into account the autonomy of the TDTU with regard to its strategy. **Nevertheless, the panel recommends the following condition:**

The University adapts its regulations for collaborative researchers so that external researchers must demonstrate a significant and impactful contribution to the University's research environment when undertaking research for TDTU.

The quality management system includes instruments and procedures for regularly reviewing the quality of research activities. Currently, this is handled in such a way that KPIs have been defined specifically for research and are used as a guideline. Overall, TDTU cultivates an appropriate culture of cooperation in research and can already present various networks and projects.

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				Condition
(5) Quality assurance in research			X	
(6) Research cooperation			X	

V. Services (Administration, Counselling, Academic Support)

TDTU pays great attention and provides a full range of services to support students (in terms of administrative work, counselling, study support) from admission to graduation and after graduation.

When candidates are admitted: TDTU provides SMS messaging service to successful candidates in order to provide information about enrolment results. TDTU's website system at the same time provides full information for candidates about admission time, admission location, tuition fees, dormitory services, boarding houses, transfer of Youth Union and Association activities, and guides new students to integrate into the TDTU community. In addition, TDTU also provides hotline consulting services by phone, social networks, etc. in order to ensure that the transmission of information to candidates is quick and complete.

When candidates come to TDTU to complete admission procedures: in order to create the best conditions for new students, TDTU establishes subcommittees and student groups to assist freshmen in completing admission procedures and registering in the dormitory, accommodation support, quick health check, implementation of health insurance and accident insurance at the University. On the day of admission, students are given an account to access the Student Portal to view information about all of the above issues, as well as announcements, timetables, movement activities, other must-know issues, etc. Cases where students are subject to the specific policies, orphans, poor families, in areas with difficult conditions, disabled or in special circumstances will be approved to live in the dormitory with full facilities on the University's campus.

In terms of student counselling, the University provides a variety of counselling services related to study programmes, expertise, academic affairs, research, the training and development of soft skills, psychological and mental health issues and other issues. The responsibilities of each unit in providing services are specified in the Regulations on the functions and duties of the units under the University. In order to create favourable conditions for students, the University has guidance documents and service notices on the Student Portal [TDTU-5.1.4]. Under the Department of Undergraduate Studies, the Student Services Office is a one-stop division responsible for receiving and supporting students during the time studying at the University. This office has two divisions, including Academic Counselling and Psychological Counselling. The Academic Counselling division is the place to receive information and give students advice on issues related to study programme, course registration, exam schedules, timetables, etc. and other academic issues; and also receives other information and discusses with related units to find out solutions for students. The Psychological Counselling division provides counselling sessions, psychological counselling, including issues of love, sex, mental health, career counselling, etc.

For international students, in addition to having the same support units as Vietnamese students, the International Cooperation, Research & Training Institute (INCRETI) also participates in managing and supporting international students. INCRETI will organise exchange and orientation sessions to disseminate regulations on academic affairs and Vietnamese culture to help international students quickly integrate into the culture while studying at TDTU, as well as have some help with visa application, visa extension, scholarship application procedures, dormitory, and other academic support through international student volunteer teams.

In addition, students also receive advice and support from relevant functional departments: the Department of Undergraduate Studies and the School of Graduate Studies are responsible for providing advice on admission and on the training and the academic affairs of students; the Department of Student Affairs provides training activities, skills, and scholarship policies, movement activities, clubs, etc.; the Department of Finance consult and support issues related to tuition fees; the Department of Testing & Quality Assessment provides the organisation of assessments, examinations, scores of study results, diplomas, and certificates; the Inspire Library provides services, academic materials, and academic and research advising; Dormitory supports for accommodation; the Medical center provides health care services and health insurance; the Department for Computing & Computer Services and Center for Applied Information Technology (CAIT) are responsible for advising on information technology and information service systems of the University; the Center of Enterprise Cooperation and Alumni (CECA) supports for employment, soft skills, assistance in finding internships, etc.

In addition, students are supported with part-time job placement services (if needed). The Center of Enterprise Cooperation and Alumni (CECA) regularly informs students of part-time jobs, so that students can find the ones that match their abilities, hours, and peace of mind when they are referred to reputable places to work [TDTU-5.1.18].

Students are supported with full-time job placement after graduation, career guidance, and start-up activities: in the last semester before graduation, CECA surveys students' job needs. Based on the survey results, CECA introduce jobs suitable to the needs of students. Besides, CECA organises career and start-up guidance sessions, cooperate with large enterprises to organise job fairs to support students before and after graduation as well as track the students' performance.

Regarding the connection of alumni, the University is always interested and has established the Alumni Club and the Alumni Liaison Committee from many faculties to gather and promote the deep connection of generations of alumni of the University and organise appropriate activities to connect alumni. In addition to alumni's activities to support the development of the University and students, the University has policies to support alumni such as: providing preferential tuition modes for alumni who have needs to study and improve their qualifications at the University, and a reward policy for alumni who actively support the University and the Faculty; supporting the facilities for alumni activities and supporting alumni's enterprises through the annual Job Fair Day and Alumni Business Day; giving advice and creating conditions for students' enterprises to connect and cooperate with the University's amicable enterprise network, and display/introduce products to lecturers and students. Every year, the University develops an alumni activity plan and through the Alumni Club and the Alumni Liaison Committee from faculties to organise practical and meaningful activities such as cultural exchanges, arts, and sports festivals, meetings, etc. to connect and exchange generations of alumni together. The University's alumni community is an important factor and an integral part of the sustainable development of the University.

Assessment and further development of services

TDTU implements process evaluation and results evaluation activities during and after the implementation of student support services. Every year, TDTU organises internal evaluations, external evaluations, and internal inspections by topic. These evaluations support TDTU to see strengths, and points that need to be improved. For process evaluation, students can daily

provide feedback via email, directly at the faculty office, or at the Student Services Office. Listening to students' direct comments on TDTU's governance system, teaching-learning quality, support and service activities, information quality are also done through direct dialogue sessions with students at different levels, including the University level (1 time/semester) and the Faculty level (2 times/semester).

For the evaluation of the results after implementing the service, to support well the quality evaluations of the University's activities, TDTU carries out the activities to survey, and estimate the service quality of the entire University and each unit. Each unit self-deploys these tasks at the unit. At the University Level, the Department of Testing & Quality Assessment collects survey data on the satisfaction level of the University's "internal" and "external" subjects. Every year, TDTU gathers the comments of students on the service quality of the functional units of the University (Presidential Board, Faculty, affiliated schools, Department, Center, etc.). At the end of each month and each academic year, the evaluation of the services to students at the individual level, unit level, and University level is conducted as regulated publicly, helping employees realize the strengths to develop and the weaknesses to improve. The results of external and internal evaluations are the basis for the improvement plans. The content exchanged in the weekly meetings is the basis for the conclusions on what to do to improve. Improvements after the conclusion of the weekly meeting are supervised, reminded, and urged to be implemented and reported at the next weekly meeting by the Department of Inspection, Legislation & Security.

Appraisal „Services“:

The panel welcomes that a variety of guidance and assistance by faculty and staff are available for the students but also for university staff itself. In addition to academic support, psychology support and health support are also provided.

To monitor these services, a variety of instruments are chosen that allow clear conclusions to be drawn about the efficiency of the processes. Stakeholders are surveyed through regular evaluations but are also given the opportunity to provide direct feedback. The information resulting thereof is evaluated and the findings obtained are transferred into specific measures for further development.

From the interviews with students and administrative staff the panel is convinced that the students get a very student-oriented service. Their opinion and their wishes are considered and taken seriously.

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	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

Rooms and Facilities

Ton Duc Thang University has 04 campuses in the southern provinces and cities:

The main campus is at 19 Nguyen Huu Tho, Tan Phong Ward, District 7, Ho Chi Minh City. It is a campus of 22.83 hectares with a built-up area of 196,806 m², including 15 blocks, with 09 lecture halls, laboratories, a system of administrative blocks, 01 Sports complex, 01 stadium with a grandstand system, 04 blocks of dormitories, and 01 Vietnam - Finland International School.

Khanh Hoa Branch is at 22 Nguyen Dinh Chieu, Vinh Phuoc ward, Nha Trang City, Khanh Hoa province. It has been put into use from the academic year of 2009-2010; In 2017, the Ministry of Education and Training issued a decision to establish Ton Duc Thang University's Branch in Khanh Hoa with an area of 2.92 hectares and the built-up area of 13,420 m² of 8 blocks including 01 administrative block, 01 classroom block, 01 restaurant-hotel practice block, library block, 01 dormitory – guest house block, 01 canteen block, 02 dormitory blocks, and 02 futsal fields.

Bao Loc Campus has an area of nearly 47.12 hectares in Loc Chau commune, Loc Tien ward, Bao Loc city, Lam Dong province, with a built-up area of 8,102 m², with 05 blocks including 01 administrative block, 02 dormitory blocks, 02 guest house blocks, internal road system, landscape, etc. The construction was started on August 3, 2015, and has been put into use since 2017. The office is used to organise International Campus Rotation programmes, military and short-term training courses.

The campus at 98 Ngo Tat To, Ward 19, Binh Thanh District, Ho Chi Minh City was built on an area of 0.287 hectares with a built-up area of 8,270 m², and the building was put into use in 2003. Now it is Ton Duc Thang Vocational College. According to the University's policy, the University Council is considering the possibilities of developing the operation of the campus according to the actual needs and the general development plan of TDTU.

With a system of modern facilities and equipment, Ton Duc Thang University has been recognized by QS Stars (UK) as the first university in Vietnam with facilities and teaching conditions that are rated 5 stars/5 stars internationally in 2018. Besides, in 2022 TDTU was also recognized by UNESCO for its Green, Clean, and Beautiful environment and ranked 114th out of 1,050 candidates of the most sustainable universities in the world by the UI GreenMetric World University Ranking (UI GreenMetric).

TDTU has built a system of classrooms, Specialized rooms, English teaching rooms, and group/discussion classrooms. Most of the classrooms of TDTU in use are fully equipped with air conditioning systems, projectors and LCDs or televisions, boards, and sound systems that are suitable to the function of each room.

TDTU has fully invested in a system of laboratories, practice rooms, simulation rooms, computer rooms, and Specialized classrooms for all majors. The laboratories, practice and simulation rooms are fully invested and equipped, according to the practical requirements of the subject to ensure sufficient quantity and teaching conditions for students. Some of the rooms are Specialized laboratories that are equipped with many leading modern equipment in the region and the country such as the automation laboratory, electrical laboratory, pharmacy

laboratory, and engineering laboratory. In addition, the university has invested in a number of laboratories and Specialized equipment to serve research activities such as a musculoskeletal analysis room, artificial intelligence research laboratory.

With its continuous management and operation mechanism, so far Ton Duc Thang University has shown some outstanding features in terms of facilities and equipment such as:

TDTU Library: a system with 4 sections, including INSPIRE Library (the main library), the Library of Vietnam - Finland International School, the Library in Khanh Hoa Branch, and the Library in Bao Loc Campus. The library has a friendly online searching system, which can be accessed on the homepage of the Library, <http://lib.tdtu.edu.vn/> with two main display languages: Vietnamese and English, ensuring that users can access documents without being restricted by geographical and time barriers. The library's resources are added and updated continuously every year to meet the learning, teaching, and research needs of the TDTU user community. Up to the beginning of 2023, the library resource includes 96,467 titles/147,277 printed items. The users can access the paid databases (such as Web of Science, ScienceDirect, MathSciNet, Caselaw, TVPL Pro X) with their provided account and also many other free databases from the resources of open education from many universities in the world.

Through a course resource management system and a team of staff who work directly with the faculties, the library provides students with access to materials for each subject, including textbooks, reference materials, a system of practice exercises, course syllabi, lessons' slides and automatic statistical channels of library usage data for lecturers to actively monitor the access of students exploiting course resources. The main Library Building is a combination of physical space and digital space to meet the needs of the community and increase the accessibility of users. With an area of more than 8,500 m² designed in the model of "Shared learning space", the library provides an inspiring and creative learning environment. The building has 7 floors, and each floor has its own paint with 07 basic colors and different names with the initiative of each letter from the word: INSPIRE. It can serve 3,500 people at the same time from 7:30 am to 20:00, and there is an overnight self-study area 24/7.

The Access Control system controls user access to the Library with RFID technology activated by students' cards. The library has over 200 computers connected to the internet, 02 self-service multi-functional machines (printing/photocopying/scanning), a copier, a scanner, a printer, an automatic book borrowing and returning machine, a book cleaning machine, a classification system for returned books, a system of Quick Access stations, a system of group discussion rooms, presentation rooms, personal classrooms, movie rooms, phone rooms, online conference rooms, creative media rooms, and a canteen. The digital space is organised scientifically, and an easy-to-use online document search system with two languages Vietnamese and English, is constantly updated, ensuring users can access documents without being interrupted and limited by geographical and time barriers.

The sports complex: has a modern mobile grandstand system with a capacity of 3,500 seats; the first floor is equipped with an air-conditioning system; multifunctional floor mats; high-class high-pressure light system can meet international standards to organise domestic and international tournaments. It is also a place for teaching, learning, training, and competitions for sports such as martial arts, table Tennis, yoga, aerobics, badminton, volleyball, basketball, futsal, and tennis. The Asian Futsal Tournament was organised here in 2014. The stadium has a capacity of 7,000 seats. It is an artificial grass-covered surface, with a modern lighting system, and 1200

lux brightness to meet the demand for live television at night of domestic and international tournaments. The stadium has been rated 2 STAR by the FIFA organisation. It is also a place for teaching, learning, practicing, playing football, outdoor activities, and general events and activities for students.

The Center for National Defense and Security Education of Ton Duc University has 8 floors and a built-up area of more than 8,300 m². The Center is a place to educate students on national defense and security according to the program prescribed by the Ministry of Education and Training; do scientific research, improve the model of learning tools, have hands-on experience in military activities; improve the quality of education and training; train and build the sense of community, disciplines, and exemplary behaviors to contribute to the formation of the new socialist human's qualities and personality, to educate the three ethical conduct and school etiquette. The center is equipped with an off-campus practice ground, a training ground of more than 10,000 m² with full training equipment and is assigned by the Ministry of National Defense to teach National Defense and Security Education to the students of 22 universities and colleges in the area of Ho Chi Minh City and Dong Nai province according to Decision No. 2861/QĐ/BQP dated August 24, 2021, of the Minister of National Defense.

Full-time teaching staff

TDTU recruits periodically (for full-time academic staff) and throughout the year (for employees); which is processed transparently according to the "Procedures and processes for recruiting full-time academic staff and employees" which is published on the University's website. Recruitment is supposed to find the best, most suitable candidates for the job.

In order to improve the teaching quality and scientific research, TDTU prioritizes staff and employees who have:

- A Doctoral degree or higher in the relevant field of study.
- Working experience: lecturers with working experience in professional fields, especially in teaching and instructing students doing research.
- Research ability: For doctoral lecturers, the University prioritizes the one with the ability to participate in scientific research activities and publish research results in prestigious journals.

In order to implement this long-term human resource plan, the University has issued a **recruitment procedure for full-time academic staff and employees** which consists of 12 steps: Collecting the needs and developing a recruitment procedure → Establishing the Recruitment Council → Establishing the assistant teams → Announcing the recruitment → Receiving application forms → Round 1: Checking eligibility requirements → Round 2: Testing knowledge and professional skills, professional practice according to the position applied for, including a demo session required for the lecturer and a direct interview required for the administrative staff → Notifying the application results → Finalizing recruitment documents → Making a proposal to receive qualified candidates → Issuing the decision on recruitment of staff → Signing contract.

The current number of lecturers at the University is 592 full-time and 519 part-time teaching staff.

No.	Qualification / Academic rank	Quantity	Ratio (%)	Classification by gender		Classification by age (person)				
				Male	Female	< 30	30-40	41-50	51-60	> 60
1	Professor, Academician	3	1%	3	0	0	0	0	0	3
2	Associate Professor	10	2%	8	2	0	1	3	1	5
3	Doctor of Science	0	0%	0	0	0	0	0	0	0
4	Doctor	171	29%	105	66	1	90	59	5	16
5	Master's degree	345	58%	163	182	41	202	63	28	11
6	Bachelor's degree	63	11%	29	34	24	24	7	2	6
	Total	592	100%	308	284	66	317	132	36	41

Table 4: Statistics of the University's full-time teaching staff

TDTU also has policies to provide support and opportunities to lecturers and staff to improve their professional skills while working at the University. Lecturers are provided with opportunities to enhance their professional skills, such as studying for Master's, Doctoral and Post-doctoral degrees in Vietnam and other countries.

In addition, TDTU lecturers and researchers who hold doctoral degrees and are eligible to gain the titles of Professor and Associate Professor, will be supported to prepare for the application for the recognition of the State Council for Professorship, followed by the recognition and appointment of the University to the titles of Professor and Associate Professor. Granting the titles of Professor/Associate Professor in Vietnam must be under review and approval of the State Council for Professorship and in accordance with the Prime Minister's Decision No. 37/2018/QĐ-TTg dated August 31, 2018 on the promulgation of regulations on standards, procedures for consideration, recognition and appointment of the Professor/Associate Professor titles; procedures for consideration and cancellation of title recognition and dismissal of the Professor and Associate Professor titles.

Criteria for recognition of the Professor and Associate Professor titles are specified in the table below:

Professor (Article 5)	Associate Professor (Article 6)
+ Clause 2, Article 5: Associate Professor appointed for at least 3 years.	+ Clause 2, Article 6: Must possess a doctoral degree for at least 03 years from the date of signing the Decision to grant the degree to the deadline for application submission.
+ Clause 3, Article 5 Chaired or participated in the development of study programmes at undergraduate level or higher, or scientific and technological duties appraised by authorities and put into use.	+ Clause 3, Article 6 Have at least 06 years, including the last 03 consecutive years of training and enhancing specialized knowledge at undergraduate level or higher by the deadline for application submission.
+ Clause 4, Article 5: Scientific Research Publication Be main author of at least 05 published scientific works. (Scientific articles published in prestigious international scientific journals after being appointed as an Associate Professor).	+ Clause, Article 6: Scientific Research Publication Be main author of at least 03 published scientific works. (Scientific articles published in prestigious international scientific journals after the successful defense of doctoral dissertation).
+ Clause 5, Article 5: Chaired textbook compilations for training at undergraduate level or higher which is suitable for the fields to be considered for recognition of the Professor title.	
+ Clause 6, Article 5: Science & Technology Duties Chaired at least 02 Ministerial-level science & technology duties or 01 National-level science & technology duty, which was accepted with satisfaction or higher.	+ Clause 5, Article 6: Science & Technology Duties Chaired at least 02 Unit-level science & technology duties or 01 Ministerial-level science & technology duty, which was accepted with satisfaction or higher.
+ Clause 7, Article 5: In terms of supervising PhD students and graduate students: Supervised at least 02 PhD students who were granted doctoral degrees.	+ Clause 6, Article 6: In terms of supervising PhD students and graduate students: Supervised at least 02 graduate students who were granted Master's degrees; or be the main supervisor or co-supervisor of at least 01 PhD student who was granted a doctoral degree.

Table 5: Criteria for recognition of the Professor and Associate Professor titles

The procedure of appointing Professor, Associate Professor includes the following 04 steps:

A. Consideration at the higher education institution:

a. Establishing an Institutional Council for Professorship.

- b. Inviting application submission.
- c. Considering and selecting candidates by the Institutional Council for Professorship.
- d. Publicizing the results of the Institutional Council for Professorship on the information portal of the institution.
- e. Submitting the report on the results of the consideration of the Institutional Council for Professorship to request for the consideration and recognition of the State Council for Professorship for the titles of Professor and Associate Professor.

B. Review of candidates' applications at the Disciplinary/Interdisciplinary Council for Professorship (according to Article 19 - Decision 37)

C. Review of candidates' applications at the State Council for Professorship (according to Article 20 - Decision 37)

D. Appointment to the titles of Professor/Associate Professor at the higher education institution for candidates who have been recognized to meet the standards for the titles of Professor/Associate Professor and meet the need for appointment of the institution (according to Articles 24, 25, 26, 27 - Decision 37)

- a. Notify the units of proposing the need to appoint the titles of Professor/Associate Professor;
- b. Receive applications for appointment consideration to the titles of Professor/Associate Professor;
- c. Establish a Council to consider appointment to the titles of Professor/Associate Professor;
- d. The Council holds a meeting to consider each candidate's application;
- e. Publicize the results on the portal of the higher education institution;
- f. Issue a Decision on appointment of the titles of Professor/Associate Professor to qualified candidates, in accordance with the structure of positions to be appointed (in a 5-year term; review and assessment at the end of the term, and make the re-appointment);
- g. Report the appointment results to the Minister of Education and Training and the Head of the governing body.

External/ Part-time teaching staff

No.	Degree/ Academic title	Number	Percentage	Number by genders		Number by age				
			(%)	Male	Female	< 30	30- 40	41- 50	51- 60	> 60
1	Prof., Academician	0	0%	0	0	0	0	0	0	0
2	Assoc. Prof.	25	5%	17	8	0	3	12	7	3
3	Habilitation	0	0%	0	0	0	0	0	0	0
4	Doctoral degree	120	23%	83	37	0	43	62	9	6
5	Master's degree	364	70%	192	172	20	183	124	27	10
6	Bachelor's degree	10	2%	6	4	2	6	2	0	0
Total		519	1	298	221	22	235	200	43	19

Table 6: The demographics of part-time teaching staff at TDTU

In addition to ensuring the quality of teaching and improving the academic level of the University, TDTU has invited part-time teaching staff to:

- Expand academic network: Invite part-time teaching staff from reputable organisations, research institutes and enterprises in related fields to help the University expand its academic network and offer opportunities for exchanges and cooperation in research and application.
- Update knowledge and new trends: Part-time teaching staff can bring the latest knowledge and information about their expertise, keeping students and the academic community up to date with the latest trends and developments in the fields of study.
- Diversify teaching methods: Part-time teaching staff can bring diversity in teaching methods, thereby enabling students to approach and learn from many different teaching styles and helping them develop critical thinking skills, creativity, and learner autonomy.
- Cooperate for technology transfer: Invite part-time teaching staff from enterprises and organisations outside the University to help facilitate cooperation and technology transfer between the University and the enterprises, thereby promoting the application of science-technology into practice and socio-economic development.

To ensure the above factors, TDTU has carried out the procedures for managing part-time teaching staff with specific descriptions of determining the need to invite part-time teaching staff, selecting them, assessing their professional performance, signing contracts, and controlling their teaching process. Therefore, part-time teaching staff must meet the minimum requirements as prescribed for lecturers at the Undergraduate/Master's/Doctoral level, as well as professional expertise or research experience in the fields related to the subjects. The Unit that invites lecturers is required to assess part-time teaching staff' capacity and suitability through interviews and demo lessons (for those who have less than 3 years of experience in teaching at undergraduate level or higher).

The University has different supports to maintain the participation of high-quality part-time teaching staff, including:

- Issuing clear regulations on teaching remuneration, ensuring transparency and fairness for part-time teaching staff. These regulations help to ensure that the remuneration is consistent with the quality and workload of each lecturer.
- Applying a transparent and open teaching invitation process. The teaching invitation process is conducted through procedures that ensure transparency and fairness, and specific criteria for selection of lecturers.
- The Department of Personnel & Administrative Affairs assigns personnel to support part-time teaching staff in all related procedures. This ensures that they are supported and answered with any questions regarding paperwork, forms, and other procedural queries.
- Ensuring that necessary equipment, facilities, and other services are available for teaching activities. Part-time teaching staff are provided with accounts to access the University's internal systems such as the lecturer portal and the E-learning;
- The University's human resource management system has the function of managing part-time teaching staff. The system effectively serves the management and support to part-time teaching staff, such as: storing part-time teaching staff' documents, stipulating subjects for teaching to part-time teaching staff, assigning lectures, monitoring teaching (supervisors), reporting absenteeism, registering for make-up classes and class substitution, calculating teaching remuneration for part-time teaching staff each semester, and evaluating teaching quality of part-time teaching staff each semester.
- Encouraging part-time teaching staff to participate in other activities, including suggestions for subjects and participation in the annual evaluation process of study programmes through the University's survey system. This helps to build a learning and teaching environment that receives sufficient feedback from all stakeholders.

Human Resources

The Department of Personnel & Administrative Affairs is responsible for organising personnel to ensure that policies and regimes are implemented in accordance with regulations; reporting and advising the Presidential Board on the effective use of human resources. Data on the employees is computerized with many modules such as qualifications, genders, job positions, etc. for providing instant statistics and necessary information to the Presidential Board.

In order to implement the plan for turning TDTU into a research university by 2037, the University develops a project of employment positions corresponding to each 5-year development plan (2008-2013, 2014-2019, 2019-2024). Based on this project, the University clearly defines the criteria for each job position, and publicizes recruitment information in order to ensure the recruitment of a sufficient number of highly qualified personnel, promptly meeting the needs and complying with the government regulations.

In order to effectively manage human resources, TDTU has organisational and operational regulations to clearly define the tasks and functions of its affiliated units. To be specific, the issued regulations on the duties of lectures, administrative staff, researchers, and support/service staff are to determine the related obligations in terms of teaching, research and administration. Thereby, the duties of TDTU's staff include:

The duties of lecturers are clearly defined as teaching, carrying out scientific and technological research, participating in training management, learning and improving professional qualification, performing duties during the teaching internship, etc.

The duties of researchers include conducting research activities following their registration plan. The output products must be ISI or Scopus articles (for scientific and social groups) or international patents in technology. In addition, researchers must participate in other activities requested by the University and their direct management unit.

The duties of administrative staff, supervisors and security guards are clearly defined in the Professional code of conduct, and described in the unit's organisational regulations.

For lecturers and researchers: the University has a policy to support lecturers to improve their professional skills (graduate education) at home and abroad. This includes arranging appropriate working time, exemption and reduction of compulsory teaching hours, financial support, etc. In addition, every year, the Presidential Board, International Cooperation Research & Training Institute, and European Cooperation Center always seek scholarships for lecturers at universities from the world TOP 500 as well as cooperate to organise sandwich study programmes at the University. From 2018 to 2022, there were 56 lecturers attending professional development courses.

For administrative staff: In order to achieve the goal of internationalisation, the University organises English language training courses, so that administrative staff can achieve the equivalent English level of B1 or higher as stated in The Common European Framework of Reference for Languages. Skills training sessions are also regularly organised for administrative staff to improve their professional skills, including drafting skills, office informatics, training on the Professional code of conduct for lecturers, staff and supervisors, communication skills, time management skills, and teamwork skills.

Especially, TDTU Trade Union visits and provides annual support for staff and employees suffering from chronic diseases and in difficult circumstances. Moreover, TDTU Trade Union sponsors staff and employees so that they can borrow capital from CEP Fund to repair houses and buy vehicles. There were 32 staff supported with the total amount of 960 million VND from 2018 to 2022.

During the Covid-19 pandemic (2020-2022), TDTU Trade Union responded to the call of the Vietnamese Fatherland Front and encouraged staff and employees to donate 20,600,000 VND to the Covid-19 pandemic prevention fund, and 107,152,000 VND to vaccines fund. The Trade Union also responded to the call of the City Organisation of Disabled Children and encouraged staff and employees to donate and support 20 primary school students in Hoc Mon district until they finish high school with the total amount of 498,590,250 VND. During the pandemic, the Trade Union supported Covid-infected staff and employees with documents to receive supported funding.

Financing

The University must always ensure the good performance of revenue and expenditure management during the operation. The main revenue sources come from tuition fees, services, grants, scientific research and technology transfers as well as other lawful sources. The main sources of expenditure include investment and development, operating expenses, employee compensation, e.g., wages, salaries, allowances for capacity, job positions as well as other expenses, training expenses, scientific research expenses and other expenses. The University implements revenue and expenditure management based on the regulations, standards, and norms issued in the Financial regulations and Internal expenditure regulations.

The percentage of average revenue from 2018 to 2023 is as follows:

- Tuition fees: [REDACTED]
- Other educational activities (graduation exam fees, MOS certification fees, English courses, short-term courses for international students, trade union courses, national defense courses, payment for facilities from centers, dormitory, support, etc.): [REDACTED]
- Other activities (Scientific research and technology transfer, parking fees, canteen rental, ATM, Plagiarism Check Service, VFIS transportation, trips to other campus during military semester for students, dormitory laundry service, guest houses, stadium club fees, student card top-up service, etc.): [REDACTED]

As a public university with financial autonomy, and having not received funding from the government, all revenue and expenditure activities of the University are self-balanced. The university must have good management of the income sources, and make efforts to diversify as well as increase its revenue in order to have enough budget for development investments following the short, medium and long-term strategic plan that the university has set targets for. The evidence for these efforts is shown in the increasing revenue data over the years, except the year of 2021. The University's revenue decreased by nearly 5% compared to the revenue in 2020 due to the impact of Covid-19 pandemic. However, the University still ensured profit growth thanks to cost-saving measures.

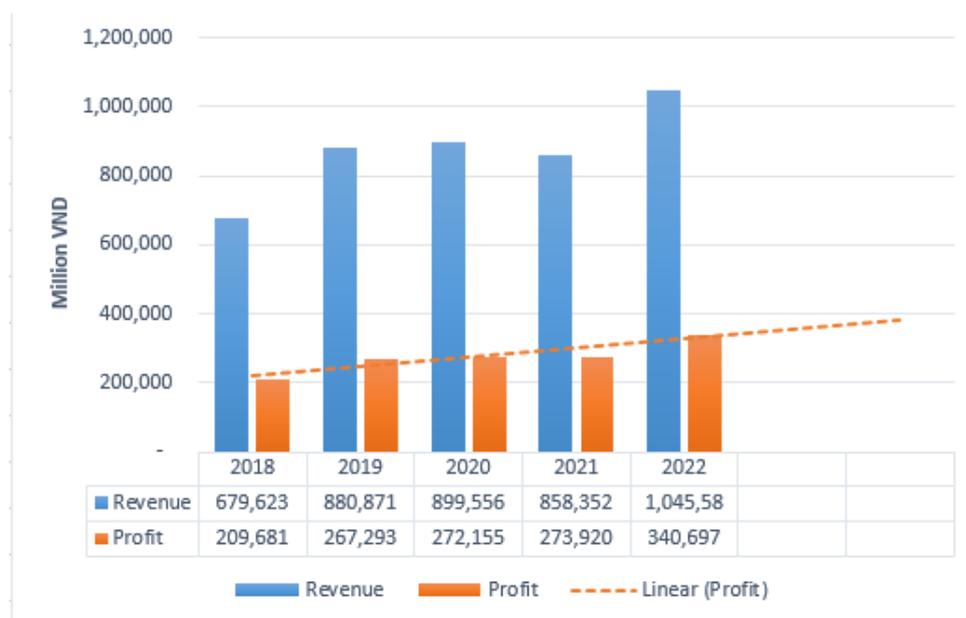


Figure 5: Revenue and profit growth

Thanks to the effective periodic analysis of performance and risk management, the University is able to manage risks to maintain operation and support students to complete the course if their major is stopped by the government regulations. Financial management solutions that the University will implement before closing a certain major include the following. First, the University will plan and determine financial resources to ensure the teaching, and make financial plan for the remaining students until they complete their study programme. Second, existing resources will be optimized as the University has a plan to adjust and reallocate teaching resources to help reduce costs and increase efficiency in maintaining the study programme for a small number of students. This ensures that students will have the opportunity to complete

their study programme while the University still ensures stability and quality in the teaching process.

In addition, in order to support all students of the University to be able to complete their study programme, not only the University has an appropriate and relatively low tuition fee compared to other universities, complying with the regulations of Vietnamese government, the University also has financial support policies for students including tuition fee payment extension for students in difficulties. The University has a scholarship fund to support students who meet the requirements, tuition fee exemption and reduction policies sponsored by the government and the University itself, and other scholarships that receive funding from outside sponsors.

Appraisal „Resources“:

During the on-site visit, the panel had the opportunity to gain an overview of the University's main campus. During a round tour the panel could visit different facilities such as the Inspire Library, 3D Golf Simulation room, TDTU Stadium and Gymnasium, Dormitory, The Securities Company-Commercial Bank simulation room, and Simulation room of accounting department.

In its self-evaluation report TDTU has described that some of the rooms are specialized laboratories that are equipped with many leading modern equipment in the region and the country such as the automation laboratory, electrical laboratory, pharmacy laboratory, and engineering laboratory. In addition, the university has invested in a number of laboratories and specialized equipment to serve research activities such as a musculoskeletal analysis room, artificial intelligence research laboratory.

All in all, the panel was very impressed with the campus and felt that it was a very pleasant and well-equipped place to study. During the survey of students and alumni, they confirmed that the facilities at TDTU are unique and very popular in South Vietnam. For some students, the facilities even played a role in their choice of TDTU.

The panel is convinced that the qualifications of both the full-time and the part-time academic staff correspond to the requirements of study and teaching. TDTU is aware that regarding their aimed research orientation, they still have a low proportion of professors and associate professors as well as PhD holders as lecturers and therefore still have several open positions that they want to fill. The panel formed the view that the University Management is aware about these challenges. Efforts are underway to attract and recruit faculty members with a proven track record in research. Furthermore, the University is taking initiatives to encourage existing faculty members to actively participate in research activities and gives TDTU lecturers the opportunity to pursue a PhD degree (see also appraisal in Chapter IV “Research”).

The human resources in the different areas of performance allow for the adequate fulfilment of tasks. Staff development and qualification take place for all staff groups.

TDTU is mainly financed by tuition fees, but also different grants and funding. Based on the information provided, the panel believes that the financing of all performance areas is provided to the necessary extent and 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

TDTU has a clear policy regarding the dissemination of information through the university's communication channels. Accordingly, information about the quality assurance system as well as competences and responsibilities in the areas of studies and teaching, research, and services are defined in regulations, internal documents, and communicated to relevant parties through various forms. Specifically, the functions and tasks of departments within the management system in the fields of learning, teaching, research, and services are clearly defined and published in internal documents and on the websites of affiliated units.

Regarding the publication and communication of information about the capabilities and responsibilities of the university, it is publicly available on the university's Information Disclosure page. On this page, the university discloses information in accordance with the regulations of the Law on Higher Education, as well as information showing the University's capacity and responsibility, including the mission, vision, internal regulations, quality assurance conditions of the university (study scale, infrastructure statistics, lecturers' information), inspection results, financial transparency, educational quality (employment statistics, conferences/seminars, education rankings), facility disclosure, study programmes and learning outcomes, certificates, scholarship policies, tuition fees, financial income and expenditure of the university.

The University designs regulations, rules, and specific guidance for each activity in the "student life cycle" at TDTU, including:

- (1) Regulations related to the admission process, such as the Undergraduate Admission Regulations, Entrance Examination Regulations, Admission Plan, as well as announcements and instructions on enrolment to guide applicants in the admission and enrolment process at the University.
- (2) Based on the regulations on undergraduate, master's, and doctoral degrees training issued by the Ministry of Education and Training, the University updates and develops its own Regulations on undergraduate, master's, and doctoral degrees training as a legal basis for organising its study activities. These regulations specify the study programmes, organisation of study, evaluation of learning outcomes, academic affairs and graduation consideration.
- (3) The University designs specific regulations for each activity in the "student life cycle" to ensure consistent implementation in accordance with the study regulations, such as regulations on English and Informatics teaching, teaching regulations, professional internship courses, regulations on the organisation of graduation courses; procedures for monitoring the process of doing Master's theses/Doctoral dissertations, etc.; guidelines for implementing the study regulations, such as procedures for course registration, registration for the second major, temporary absence, academic affairs consideration, graduation consideration.
- (4) Regulations and guidelines for examination organisation, such as testing and assessment of learning outcomes, procedures for reviewing examination results.
- (5) Regulations related to student learning, such as regulations on student affairs, code of conduct, tuition fees, scholarship regulations, and other internal regulations.
- (6) Regulations for graduation and awarding of degrees and certificates.

To make the legal documents accessible to students, the University has various channels to reach out to prospective students and current students.

For prospective students, the university provides information on the electronic information portal regarding admissions and essential information of studying at TDTU. This includes information on study programmes, curriculum and regulations, internal policies, tuition fees, and other relevant information, with the aim of ensuring transparency.

For current students at TDTU, the university has published legal documents related to the “student life cycle” on the Student Portal. Specifically for undergraduate students, the university has developed a Handbook for new students and a dedicated webpage for new students on the Student Portal, providing information about the student life cycle.

On the Student Portal, students are provided with comprehensive information, including study programmes, study diagrams, credit accumulation diagrams, course syllabi, all study regulations and rules regarding English language proficiency, informatics, evaluation and assessment of learning outcomes, student affairs, as well as other regulations. The portal also contains information on academic results, exemptions from courses, certifications, and various support services offered by the university, along with other announcements. Students can also access information through the website of the Student Services Office, as well as receive direct counselling, email, and phone support regarding academic matters. Additionally, INCRETI provides information and support to international applicants and parents through direct counselling, email, and phone communication regarding application procedures, study programmes, scholarship policies, and more.

For graduate students, after enrolled in the master’s and doctoral levels, they will attend the opening ceremony and get informed by the School of Graduate Studies about all academic duties and activities and by the Department of Student Affairs about the Regulations on graduate students.

The University also utilizes other social media platforms at the University level, such as Facebook, YouTube, LinkedIn, TikTok, etc., as well as Facebook networks at the faculty level, to disseminate information widely about the University’s study programmes to all target audiences.

In order to deliver the University’s information to partner organisations/enterprises, and alumni, the University has many information channels. In addition, these information channels are also an effective means to upload recruitment information and enterprise activities to students/alumni at the University. Every year, the University also organises a series of annual Job Fairs to connect organisations/enterprises with high-quality human resources which have been trained at the University. This event series is also an opportunity to help TDTU directly promote its image, study programmes, and student culture to organisations/enterprises. Every year, together with enterprises, the University organises meetings, workshops, dialogues to exchange information between parties.

In order to publicize the University’s information and develop its cooperation potential to prospective international partners, the University has built its internationalization website (www.international.tdtu.edu.vn). This website is an information channel for international partners who are considering making connections and cooperation with the University and investigating the cooperation potential. In addition, the University designs monthly newsletters, which are sent

to the University's partners, to provide useful and valuable content to former partners, towards building strong relationships. It is also an effective means of generating publicity among new partners through the introduction of former partners.

Public Relations

TDTU has the Department of Communication and Public Relations, which is in charge of coordinating with other units in the University to implement communication activities. This department has various divisions specialized in strategic consulting, content production, graphic-video design, digital media development, and public relations. TDTU regularly delivers information about events, policies and announcements of the University, the outstanding individuals among staff, lecturers and students to internal members on the website. The University builds and maintains its traditional activities such as the flag-salute ceremony every Monday, sharing stories about the University, about life, about outstanding role models in learning - extra-curricular activities - dedication of the lecturers, staff and students of TDTU, organising a traditional festival on the establishment anniversary of the University; Teachers' Day, communication activities on social networking sites such as Facebook and clips published on YouTube to deliver information to students.

For stakeholders outside the University, depending on each subject, the University has different communication policies and plans. In particular, the University has built appropriate sets of media publications for the audience to periodically communicate to stakeholders. The University has issued the design for the university's office stationery, a guide to using the logo, and a unified video design and production. TDTU specifically has different communication programmes for brand communication (society), admission communication (parents and prospective students), international communication (international subjects).

Regarding media, TDTU uses all currently available channels in Vietnam, including email, official mass media such as newspapers, electronic newspapers, television, websites, and especially social networking sites.

Results of quality management

One of the principles of quality management is collective participation. This is ensured by TDTU's close attention to internal and external communication on the quality management's measures and results. TDTU notifies the quality management's measures and results to relevant individuals and units via various channels accordingly. TDTU decides to communicate either internally or externally depending on each specific content.

Quality inspection results, ranking results, external evaluations, public contents according to regulations, and so on are not only disseminated in the aforementioned ways but also posted on TDTU's official website, and other official information platforms such as Facebook and YouTube. In addition, important events of the University such as the academic year opening ceremonies, Vietnamese Teachers' Day, graduation ceremonies, summer camp, and lecturer-staff meetings are opportunities for the President to inform all members of the achievements of the University, along with upcoming orientations. TDTU also regularly updates the progress of quality management on the Ministry's portal.

Appraisal „Publication / Public“:

TDTU has regulated and published its competencies and responsibilities as well as the control systems in a very clear and transparent manner. The panel formed a recommendation in chapter II regarding the organisational chart.

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.

TDTU has established suitable service offers to ensure that prospective students and potential cooperation partners are provided with advice and information. The different consulting formats follow the needs of the target groups. The announcements on the website as well as the use of mass media such as newspapers, electronic newspapers, television, websites, and especially social networking sites ensure that the prospective and current students, faculty, staff, alumni, partners as well as the general audience are provided with information on university activities and services.

The University informs its members in an appropriate manner about quality management measures and results. Annually, the University develops a quality assurance plan at the beginning of the academic year and reports the results regularly. The panel welcomes that the University disseminates the reports at the meetings with all lecturers and staff. In addition, the information is shared in regular meetings between lecturers and mid-level managers or on a semester-by-semester basis for students.

Quality Requirements	Exceptional	Exceeds the Quality Re-quirements	Meets the Quality Re-quirements	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

Ton Duc Thang University, Vietnam

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

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

Annex I

Table 7: Annex I List of study programmes at TDTU (as of December 2022)

Undergraduate programmes:

No.	Code	Name of training programme	Faculty	Standard programme	High quality programme	English programme
1	7220201	English Language	Foreign Languages	x	x	x
2	7310630	Vietnamese Studies (Tourism & Travel)	Social Sciences and Humanities	x		
3	7310630Q	Vietnamese Studies (Tourism & Tourism Management)	Social Sciences and Humanities	x	x	x
4	7340101	Business Administration - Major in Human Resource Management	Business Administration	x	x	
5	7340101N	Business Administration - Major in Hospitality Management	Business Administration	x	x	x
6	7340115	Marketing	Business Administration	x	x	x
7	7340120	International Business	Business Administration	x	x	x
8	7340201	Finance and Banking	Finance and Banking	x	x	x
9	7340301	Accounting	Accounting	x	x	x
10	7380101	Laws	Law	x	x	
11	7720201	Pharmacy	Pharmacy	x		
12	7220204	Mandarin Chinese	Foreign Languages	x		
13	7420201	Biotechnology	Applied Sciences	x	x	x
14	7520301	Chemical Engineering	Applied Sciences	x		
15	7480101	Computer Science	Information Technology	x	x	x
16	7480102	Computer Networks and Data Communications	Information Technology	x		
17	7480103	Software Engineering	Information Technology	x	x	x
18	7520201	Electrical Engineering	Electrical and Electronics Engineering	x	x	
19	7520207	Electronics and Telecommunications Engineering	Electrical and Electronics Engineering	x	x	
20	7520216	Automation and Control Engineering	Electrical and Electronics Engineering	x	x	x
21	7520114	Mechatronics Engineering	Electrical and Electronics Engineering	x		

22	7580201	Civil Engineering	Civil Engineering	x	x	x
23	7580101	Architecture	Civil Engineering	x		
24	7210402	Industrial Design	Industrial Fine Arts	x		
25	7210403	Graphic Design	Industrial Fine Arts	x	x	
26	7210404	Fashion Design	Industrial Fine Arts	x		
27	7580108	Interior Design	Industrial Fine Arts	x		
28	7340408	Labour Relations	Labor relations & Trade Unions	x		
29	7810301	Sport Management (Sport Business and Event Management)	Sport Science	x		
30	7810301G	Sport Management (Golf)	Sport Science	x		
31	7310301	Sociology	Social Sciences and Humanities	x		
32	7760101	Social Work	Social Sciences and Humanities	x		
33	7850201	Occupational Safety and Health	Environment and Labour Safety	x		
34	7510406	Environmental Engineering Technology	Environment and Labour Safety	x		
35	7440301	Environmental Science	Environment and Labour Safety	x		
36	7460112	Applied Mathematics	Mathematics and Statistics	x		
37	7460201	Statistics	Mathematics and Statistics	x		
38	7580105	Urban and Regional Planning	Civil Engineering	x		
39	7580205	Transportation Engineering	Civil Engineering	x		
40	7310630N	Vietnamese Studies	Social Sciences and Humanities	x		

Graduate programmes:

Code	Diploma	Faculty
8900103	Master	Environment and Labour Safety
8340301	Master	Accounting
8480101	Master	Information Technology
8520201	Master	Electrical and Electronics Engineering
8520216	Master	Electrical and Electronics Engineering
8520301	Master	Applied Sciences

8520320	Master	Environment and Labour Safety
8520208	Master	Electrical and Electronics Engineering
8580201	Master	Civil Engineering
8580205	Master	Civil Engineering
8380107	Master	Law
8140111	Master	Foreign Languages
8210410	Master	Industrial Fine Arts
8810301	Master	Sport Science
8340101	Master	Business Administration
8340201	Master	Finance and Banking
8460112	Master	Mathematics and Statistics
8310301	Master	Social Sciences and Humanities
9340301	Doctor	Accounting
9480101	Doctor	Information Technology
9520201	Doctor	Electrical and Electronics Engineering
9580201	Doctor	Civil Engineering
9340101	Doctor	Business Administration
9460107	Doctor	Institute for Advanced Study in Technology

Annex II

Undergraduate programmes:

or undergraduate admission, the university develops an annual admission scheme that determines expected targets by major/study programme; determines admission methods and admission criteria for each method; and describes the university's admission process.

The university has the following admission methods: (1) Admission based on high school academic results, (2) Admission based on high school graduation exam results, (3) Priority admission according to TDTU regulations, (4) Admission based on the competency assessment test, and (5) Direct admission according to the Admission Regulations of the Ministry of Education and Training (MOET).

Each major/study programme will have its own appropriate admission methods and admission requirements.

Admission requirements of the university for candidates are as follows:

Admission registration: Candidates must meet the requirements to ensure quality of the admission to the major/study programme, as follows:

(a) Having graduated from high school or its equivalent;

(b) Meeting the guaranteed admission threshold to register for admission for each admission method and each major/study programme. Admission criteria and requirements vary depending on the specifics of the major/study programme.

Admission implementation: Candidates who register for admission at the university according to the university's regulations are considered for admission by the university's Admissions Committee based on the admission targets of the major or admission method, and the number of qualified candidates' applications. The Committee also determines the admission score for each major and the admission method to ensure that successful candidates are ascertained according to admission score from high to low.

Thus, officially successful candidates meet the following requirements: having graduated from high school or equivalent; meeting admission threshold criteria for each major and method; and achieving the admission score announced by the university.

For example, candidates applying for admission to the major of Law in 2023 can register for admission using different methods, and in each method, the admission conditions vary.

Method	Admission candidates	Admission requirements (submitting application)	Admission score	Note
Based on high school academic results	Candidates are in grade 12 and will graduate in 2023;	The total score of the subject combination for admission (according to the average score of the subjects during the 3 years in high school) including Literature, English, History *2 is over 29 points; (3) the average score of each subject including Literature, English, and History is 6.0	The total score of the subject combination for admission reaches 35.75 points	Having registered properly on the admission system of the MOET

Method	Admission candidates	Admission requirements (submitting application)	Admission score	Note
		or higher; and the average score of English is over 6.5		
Based on high school graduation exam scores	Having graduated from high school or its equivalent	The total score of the subject combination for admission (based on the high school graduation exam score) reaches the guaranteed admission threshold of 28.0 points at which candidates can choose the following combination of admission subjects: Math*2, Physics, and Chemistry; Math *2, Physics, and English; Literature *2, History, and Geography; Math, Literature *2, and English.	31,85	Having registered properly on the admission system of the MOET.
Based on the competency assessment test scores of Vietnam National University, Ho Chi Minh City	Having graduated from high school or its equivalent	Achieving a score of over 600 points (on a 1200-point-scale).	780	Having registered properly on the admission system of the MOET

Note: - Subject with *2 is a subject with coefficient 2

- Some specific majors will have different requirements; for example, for Fine Arts majors, candidates must take the art aptitude test and have an aptitude score above 6.0. For programmes taught in English, students must meet the English proficiency requirements, etc.

2. Descriptions of the High-quality Programmes and Undergraduate Programmes in English

The university implements Standard Programmes, High-quality Programmes, Undergraduate Programmes in English, and Joint Programmes With International Universities to suit different subjects in society and meet practical requirements.

The Standard Programmes are taught mainly in Vietnamese and train students to meet the learning outcomes of the undergraduate programmes according to Vietnam's national qualification framework (VQF). The High-quality Programmes are taught in Vietnamese and English; Undergraduate Programmes in English and Joint Programmes with International Universities are taught in English (except for specific Vietnamese subjects). These programmes are designed to train students to have the skills and professional competencies required to meet the needs of international integration so that they can study for higher education and work in foreign environments.

A comparison table outlining some key differences among various training program formats is as follows:

Item	Standard Programmes	High quality Programmes	Undergraduate Programmes in English	Joint Programmes with International Universities
English requirement for admission	Students admitted to TDTU submit international English transcripts/certificates or take an English placement test.	Students admitted to TDTU submit international English transcripts/certificates or take an English placement test according to regulations. However, there is an English teaching programme for students to achieve IELTS 5.5.	Students must achieve IELTS 5.0 or its equivalent. In case students have not met the English proficiency requirements, they must participate in an English foundation programme to meet the English requirements.	Students must achieve IELTS 5.5 or its equivalent. In case students have not met the English proficiency requirements, they must participate in an English foundation programme to meet the English requirements.
Expected learning outcomes for foreign language proficiency and Informatics	<ul style="list-style-type: none"> -Students must achieve an international English certificate of IELTS 5.0 or its equivalent. -Students meet the expected learning outcomes according to VQF. 	<ul style="list-style-type: none"> - Expected learning outcomes for these programmes are higher than standard programmes in English language proficiency (IELTS 5.5), soft skills, professional skills, and national and international vocational certificates. 	<ul style="list-style-type: none"> Students must achieve an international English certificate of IELTS 6.0 or its equivalent. -Students develop appropriate professional skills to be able to work or study further in an international environment. 	<ul style="list-style-type: none"> -Students must meet the requirements for knowledge, skills, and English proficiency as required by partner universities in the collaborative program.
Organization of teaching to meet the programme learning outcomes	<ul style="list-style-type: none"> - Lecturers have a master's degree or higher, have teaching experience, and have profound expertise. - Introduce and orient students to various vocational certificates - Students can register to participate in a semester abroad 	<ul style="list-style-type: none"> - Lecturers have high expertise, have teaching experience, and practical experience, are rated as good or better by students, have the ability to teach in English, and are recruited according to the University's regulations. - Small-size classes; classrooms, laboratories and simulation rooms are suitable for varied teaching methods. - Organize professional certificates or courses to improve professional skills in the programme. - Students can participate in a semester abroad for 3 - 4 months to study, exchange, conduct scientific research, or participate in other equivalent activities. 		

Item	Standard Programmes	High quality Programmes	Undergraduate Programmes in English	Joint Programmes with International Universities
	and in scientific research activities			

Graduate programmes:

For admission at master's and doctoral levels, the University develops an annual admission scheme that determines expected targets by major/study programme, admission methods, and admission criteria for each level of training; and describes the University's admission process.

1. Master's degree

+ Admission method: Admission consideration combined with assessment of foreign language proficiency.

+ Admission requirements of the university for candidates are as follows:

Admission registration: Candidates must meet the requirements to ensure the quality of admission to the major/study programme, as follows:

a. Having graduated from university or its equivalent;

(b) Achieving foreign language proficiency Level 3 or higher in the 6-level foreign language proficiency framework for Vietnam.

(c) Meet the guaranteed admission threshold to register for admission to each major/study programme. Admission criteria and requirements vary depending on the specifics of the major/study programme.

Admission implementation: Candidates who register for admission to the University according to the University's regulations are considered for admission by the University's Admissions Committee based on criteria such as: **Academic results at the undergraduate level, foreign language proficiency, work experience, essay on research intentions, professional achievements;** Based on the study places offer for the major/study programme; Based on the number of candidate's applications that are eligible for admission according to regulations: **Candidates are eligible for admission if they achieve at least 50% of the admission score (a minimum of 50 points on a 100-point scale);** The University's Admissions Committee determines the admission score for each major/study programme to ensure that successful candidates are determined according to the admission score from high to low.

Thus, officially successful candidates meet the following requirements: Having graduated from university or its equivalent; achieving foreign language proficiency Level 3 or higher in the 6-level foreign language proficiency framework for Vietnam; meeting admission threshold criteria for each major/study programme; and achieving the admission score announced by the University.

2. Doctoral degree:

+ Admission method: Admission consideration.

+ Admission requirements of the University for candidates are as follows:

Admission registration: Candidates must meet the requirements to ensure the quality of the admission to the major/study programme, as follows:

a. Having graduated with master's degree or its equivalent;

(b) Achieving foreign language proficiency Level 4 or higher in the 6-level foreign language proficiency framework for Vietnam.

(c) Having research experience demonstrated through the master's thesis of a research-oriented study programme; or scientific articles or reports published within 3 years (36 months) from the date of completion of application submission; or having been working for 2 years (24 months) or more as a lecturer or researcher at training institutions, or science and technology organizations.

(d) Meeting the guaranteed admission threshold to register for admission to each major/study programme. Admission criteria and requirements vary depending on the specifics of the major/study programme.

Admission implementation: Candidates who register for admission to the university according to the university's regulations are considered for admission by the University's Admissions Committee based on criteria such as: **Academic results, foreign language proficiency, professional experience, scientific research achievements and quality of research proposals**; Based on the admission target of the major/study programme; Based on the number of candidate's applications that are eligible for admission according to regulations: **Candidates are eligible for admission if they achieve at least 50% of the application evaluation scale (a minimum of 25 points) and 50% of the research proposal evaluation scale (a minimum of 25 points)**; The University's Admissions Committee determines the admission score for each major/study programme to ensure that successful candidates are determined according to the admission score from high to low.

Thus, officially successful candidates meet the following requirements: having graduated with master's degree or equivalent; achieving foreign language proficiency Level 4 or higher in the 6-level foreign language proficiency framework for Vietnam; having research experience and meeting admission threshold criteria for each major/study programme; and achieving the admission score announced by the University.

For example, candidates applying for admission to the doctoral degree in Accounting in 2022:

Admission candidates	Admission requirements	Admission score
Candidates graduating with a master's degree or its equivalent;	+ Achieving foreign language proficiency Level 4 or higher in the 6-level foreign language proficiency framework for Vietnam; + Having research experience demonstrated through the master's thesis of a research-oriented study programme; or scientific articles or reports published within 3 years (36 months) from the date of completion of application submission; or having been working for 2 years (24 months) or more as a lecturer or researcher at training institutions, or science and technology organizations + Eligible for admission if he/she achieves at least 50% of the application evaluation scale (a minimum of 25	The combined admission score is 50 points or higher.

Admission candidates	Admission requirements	Admission score
	points) and 50% of the research proposal evaluation scale (a minimum of 25 points)	