Renovation of University Governance of Thai Nguyen University in the Current Context of University Autonomy

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ABSTRACT
University autonomy is a condition for renewing the university governance of higher education institutions in general and Thai Nguyen University in particular, and at the same time creating new environment of university governance . Nevertheless, Thai Nguyen University has not really paid attention and has revealed many limitations in transparency of financial information, processes, training results, employment and education accreditation. This article pointed out the realities of university governance at Thai Nguyen University and proposed practical solutions to renovate university governance at Thai Nguyen University in the current context of university autonomy.
Keywords: Thai Nguyen University, renovation, university governance, university autonomy.

I.   ASK THE PROBLEM

Higher education plays a very important role, directly affecting the development and prosperity of each country. Vietnam is a developing country, the state budget investment in education compared to GDP is always high, but the quality of education has not yet met the needs of socio-economic development, especially education. university [3]. Therefore, research on higher education and higher management are always urgent and topical topics that attract a lot of attention from readers and managers in order to bring cohesion. between the school, the social community and learners; help increase reliability, adaptability and cost effectiveness of administration.

Higher education governance is a system of components, structures and decision-making processes in higher education [2]. University governance can take place both for the higher education system and for the university institution and organization, both inside and outside the school with the participation of stakeholders. It requires the assignment and coordination of state management agencies, government and non-governmental organizations and stakeholders [4].

Practice shows that university autonomy helps universities operate better and more effectively, and at the same time increases competition among universities, creating conditions to diversify educational activities. university [5], [7]. The 2018 revised Law on Higher Education took effect from July 1, 2019, expanding the autonomy of higher education institutions in terms of academic, organizational, personnel, and finance. Accordingly, in Clause 1, Article 16 of the Law on Amendments and Supplements, "The School Council of a public university is the governing organization, exercising the right of representation of the owner and related interested parties"[6].

The current global trend is to gradually shift from state-controlled models to models with a higher degree of autonomy. Thai Nguyen University is no exception to that trend, the university is gradually shifting from a state-controlled model to a state-supervised model with ever-expanding university autonomy. However, the reality of university governance at Thai Nguyen University is still limited in the transparency of financial information, processes, training results, employment, and higher education quality accreditation. Therefore, the authors conducted a study on "Renovation of university administration at Thai Nguyen University in the current context of university autonomy" in order to provide the university with an effective scientific basis to serve students. improvement and innovation of university governance in the context of autonomy.

II. GENERAL SITUATION OF UNIVERSAL GOVERNANCE AT THAI NGUYEN UNIVERSITY

Currently, Thai Nguyen University has basically completed the model of a regional and multi-disciplinary university, including member schools: University of Industrial Technology, University of Pedagogy, University of Medicine and Pharmacy, Nong Lam University, College of Economics and Business Administration, University of Information and Communication Technology, University of Science, Thai Nguyen University Campus in Lao Cai, College of Economics and Technology, Faculty of Foreign Linguistics and International Faculty [1].

Member schools of Thai Nguyen University have made great efforts to innovate training models, have practical solutions to remove bottlenecks in the context of technology development and quality of human resources, typical of all universities. Thai Nguyen University's training programs are designed according to CDIO approach with application orientation and international integration, updating technology according to the trend of the industrial revolution 4.0.

The member universities directly under Thai Nguyen University all have School Councils. The university council is an important tool in implementing innovation in university governance associated with university autonomy to ensure the healthy development of the university. Accordingly, the school's strategic decisions are made by the School Board. Members of the school account for a large proportion of the School Council (over 70%), most of which are the Board of Directors, Heads of units affiliated to the school. The President of the School Council is also a person who holds a position in the school such as the dean or the head of the department.

In recent years, Thai Nguyen University has also changed its teaching and learning methods in the direction of combining traditional methods and online teaching, strongly applying ICT in teaching and training management processes according to the principles of teaching and learning. e-university model; In addition to teaching theory and practice in workshops and laboratories, lecturers also have to give case exercises for students to work in groups to solve the root of the problem. Along with changing teaching and learning methods, Thai Nguyen University has also developed output standards that meet national standards, strengthened teaching inspection and quality accreditation work, and training quality has been continuously improved. the percentage of graduates with good grades is over 65%.

In addition, Thai Nguyen University is aiming for university governance 4.0 through the application of the advanced management system ISO 9000, 5S; develop a system of application software to improve the quality and efficiency of training. In addition, Thai Nguyen University has also applied information technology in administrative reform, supporting school administration and administration; The university administration process is also computerized.

Table 1: Some typical IT application products built by Thai Nguyen University

	Product name Address of use	Product name Address of use
1	System to look up geographic information for enrollment	- Thai Nguyen University .
2	Portal for search and enrollment support	- Thai Nguyen University .
3	Management of emulation and commendation results	- Ministry of Education and Training. - Thai Nguyen Province Emulation and Commendation Board.
4	Software to manage the issuance of diplomas and certificates for educational institutions	- Ministry of Education and Training. - Other training institutions.
5	Online document management software	- Thai Nguyen University and member universities.

| 6 | Survey management software | - Thai Nguyen University and member universities. |
| 7 | Electronic library management software and learning resources | - Member universities.
- Other training institutions. |

(Source: Report on strategic plan for development of Thai Nguyen University
period 2016 - 2020 and vision to 2030 [1])

Oriented in the coming time, Thai Nguyen University will continue to develop virtual reality models of classrooms and equipment; promoting cloud computing applications; design and develop smart devices to support teaching and research; replicate the model of online training, combined training; perfecting and developing DSS (Decision Support System: decision support system) applying artificial intelligence (AI).

Financial resources of Thai Nguyen University include: (1) State budget; (2) Fees and charges; (3) Other sources such as Scientific Research Cooperation, International Cooperation, Government's ODA, loans from development assistance funds, and investment support are allocated as shown in Figure 1 below:
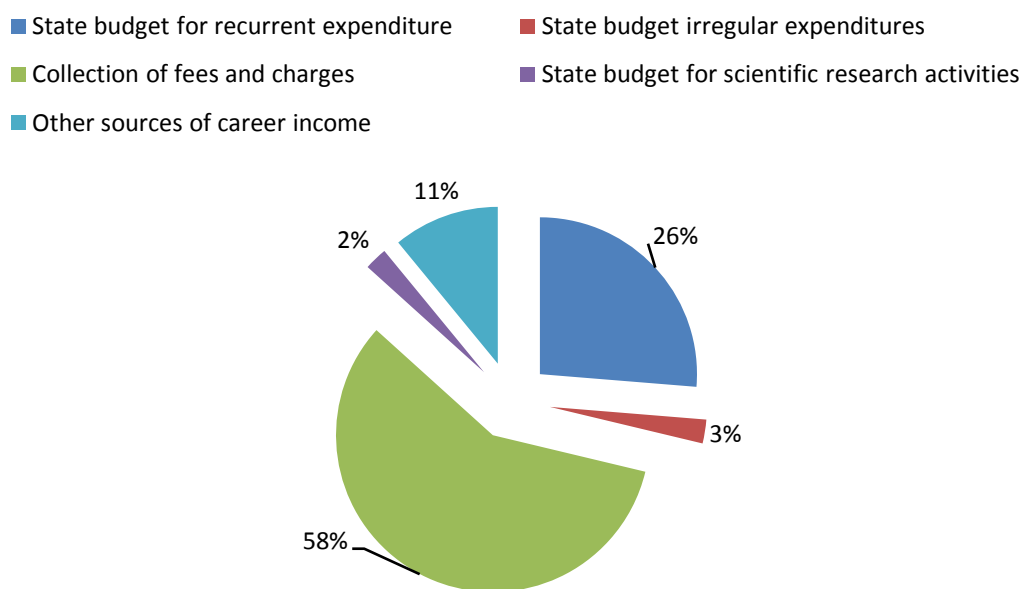

Figure 1: Ratio of revenue sources of Thai Nguyen University in the period 2017 - 2021
(Source: Report on strategic plan for development of Thai Nguyen University
period 2016 - 2020 and vision to 2030 [1])

With regard to budget expenditures, the university assigns full autonomy in budget expenditures to member universities, including recurrent expenditures, expenditures on scientific research activities, non-recurring expenditures, expenditures on facilities and Other expenses.

In general, funding sources provided by the state budget in the 2016-2020 period are still limited. Many remaining expenses for operations and investments must be used from the very limited tuition fee source (due to the higher percentage of students who are ethnic children, the priority policy beneficiaries who are exempted from or reduced tuition fees of TN University). compared to other universities in big cities) and other sources of revenue such as aid and project resources to carry out assigned tasks.

III. LIMITATIONS IN UNIVERSAL GOVERNANCE AT THAI NGUYEN UNIVERSITY

- A number of member universities affiliated to Thai Nguyen University have not really actively innovated university governance, and have not really paid attention to and shown a formality in the transparency of financial and regulatory information. programs, training outcomes, employment and accreditation of higher education.

- The School Council at the member universities of Thai Nguyen University was established quite early, however, the concept of the School Council was not clear at the time of establishment, so the powers and duties of the University Council were not clearly defined. school community, and at the same time have not promoted the role of governance at the school. Members of the school account for a large proportion of the School Council, so it is difficult to have objective opinions to make decisions of the School Council, because they both have the role of orientation, supervision and management. Manage, implement and take responsibility for the school's activities before the School Council. In addition, the position of Chairman of the School Council is held by the Deans/Heads of Departments concurrently, which greatly affects the management of the School Council.

- The financial mechanism still depends on the State budget allocation, there is no feasible plan to enhance autonomy and improve and stabilize financial resources in the long term, especially the untapped sources of revenue from scientific research activities. effective. Schools have not yet boldly innovated the implementation of the financial mechanism within the school, including the internal spending regulations such as implementing a contract to perform tasks at each constituent unit of the school. Some non-business units under Thai Nguyen University have not yet implemented a financial mechanism to self-finance recurrent expenditures, creating an additional financial burden for Thai Nguyen University.

- Some member schools are still reluctant, in terms of publicity, transparency, accountability to learners and society, especially the criteria related to the evaluation and ranking of schools. universities in the region as well as in the world. Currently, schools only focus on propaganda for admissions, introduction of training majors, training faculties, mission and vision of the school. However, the universities have not focused much on scientific research, there have not been many scientific articles in world journals; the rate of articles with citations in international journals is not much; There are no statistics to monitor the employment rate of graduates.

IV. SOLUTIONS FOR INNOVATION OF UNIVERSAL MANAGEMENT AT THAI NGUYEN UNIVERSITY

In order to overcome these limitations, in the coming time, it is necessary to synchronously deploy the following solutions:

- Promote internal communication on the awareness of university autonomy associated with university governance to deeply and widely disseminate to all staff and lecturers of the university. It is necessary to clarify for the teaching staff to understand that autonomy is not only a matter of financial mechanism and freedom of expenditure, but it is necessary to focus on autonomy in training and scientific research; at the same time, autonomy is associated with transparency and accountability, closely associated with inspection.

- Universities under Thai Nguyen University need to actively publicize information about their activities, especially emphasizing criteria related to the evaluation and ranking of regional and international universities. In addition, it is necessary to actively develop targets that need to be committed to: (1) Learners; (2) Officials, lecturers; (3) Employers; (4) Management agency. At the same time, seriously implement those commitments in a transparent and public manner. The publicity contents should be directed to include: Scientific research, promoting international publication as well as strengthening applied research; Encourage scientists to seek domestic and international scientific research opportunities in order to build the university's capacity and reputation; The percentage of graduates who find a job after one year and many years after graduation… Thereby, creating conditions for learners to learn about the output orientation after studying at the school.

- Building a real and true school council. The School Council mechanism in foreign universities has proven effective from separating governance (responsibility of the school board) from management (responsibility of the Rector Board), separating management out of relationships of material interests. Therefore, if Thai Nguyen University wants to innovate university governance towards sustainable autonomy, it is necessary to establish and give full power to the University Council. School Council members must be diverse, members outside the school need to be more than members of the school inside and represent different voices to create a reasonable supervision mechanism, limit abuse of power and enhance

accountability. personal responsibility of the administrator, making the school align with the interests and needs of society.

- Renovate the school's internal management mechanism, it is necessary to be bold in deciding the activities assigned by the competent authority when exercising autonomy. At the same time, proactively build a mechanism to control independent and autonomous activities, fulfill the responsibilities of the units in the school, set strict standards and criteria to evaluate the performance of tasks. , exercise the autonomy and self-responsibility of the subjects in areas such as finance, facilities, implementation of principles and regimes in management, at work, in training. In particular, financial autonomy plays a key role because it ensures the university to cover the costs of personnel, academic and from there can innovate university governance.

- Develop effective mechanisms and policies to attract investment from the society for the private university. The fact that the financial resources of the private university are quite limited, because the state budget provides and collects tuition and fees from learners, and other sources of income are not significant. Therefore, in order to create a sustainable financial source, it is necessary to have effective solutions and policies to attract investment from the society for the school. The State needs to reform the mechanism of allocating state budget to universities according to a competitive mechanism based on teaching and research criteria. Thai Nguyen University needs to step up scientific research activities, strengthen cooperation in the transfer and commercialization of research results so that scientific research becomes the main source of income throughout the university, effectively implementing solutions and policies. books to raise funds for donations from alumni and businesses.

V.   CONCLUSION

In the past years, the higher education system of Vietnam in general and the private university in particular has made an important contribution to the cause of innovation and international integration of the country. Continuing to innovate the university governance mechanism in the direction of increasing autonomy associated with accountability is necessary and objectively necessary in accordance with the general trend of the world as well as the orientation of innovation in university management. our country. Therefore, Thai Nguyen University needs to actively innovate thinking and practices in school administration in order to adapt to the management requirements of the State.

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