

THE ROLE OF UNIVERSITY PRESIDENTS IN THE CONTEXT OF EDUCATIONAL INNOVATION IN VIETNAM TODAY

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Abstract

Educational innovation is inevitable for the development of society, for the needs of life, and for the university's responsibility to society. For successful innovation of education, the education must be innovated fundamentally and comprehensively, with the center being on management innovation. The cause of innovation requires to be carried out holistically, in which the management by the Presidents is one of the important focuses. This article discusses the role of the Presidents in universities and solutions to building the President's leadership style in order to improve management capacity, to meet the needs of Vietnam's educational innovation in the context of current Vietnamese educational reform with the trend towards university autonomy.

Keywords: President; innovation; management; democracy; education; autonomy.

QUESTION

Today, the world is entering the industrial revolution 4.0 with many scientific and technological achievements. Accordingly, the education system also sets requirements for innovation. The measure of a country's strength and wealth is not by its abundance of natural resources, but by the quantity and quality of its cultured, responsive and dynamic people. The power of knowledge can help people have the ability to master the world around them, and be able to solve challenging problems that life poses. Education is the most effective way to promote the strength of each individual.

In the requirements of that development, above all is the role of leaders and managers. Therefore, one of the important factors that determines the quality and

strategy of education is the leadership and management of the university by the President. In fact, there are countries in the position of great powers, but only because of wrong views, policies, and ways of managing the country, have led to the breakdown, recession and overshadowing of the position. On the contrary, there are countries with small economic potential but with the right policies and directions that have brought the country forward to new development steps. That fact proves that leaders with right management will help their institutions to limit its weaknesses, link and stick people together, create trust in strength, take advantage of all opportunities, the total strength of the combination of internal and external factors. Moreover, it also helps the institutions to determine

reputable positions in the industry. Building a strong development institution requires the role of all members of that organization, but the leadership and management role of the President - the head of management is a vital activity of the organization.

CONTENT

1. The trend of autonomy in Vietnamese education and the problems raised in the management activities of Presidents

The world concept of university autonomy refers to the changing relationships between the state and the university. Accordingly, the fundamental change in this relationship is that universities promote the tradition of academic freedom and along with that, the direct control of state agencies over universities is gradually reduced. In that sense: "Autonomy is the freedom of education institution in making decisions and implementing decisions for the internal activities of universities without state control or interference; and any influence of the state, if any, must be based on the law". [1].

In Vietnam, the concept of autonomy appeared with the renovation process of state management toward educational institutions in the spirit of educational socialization, ensuring consistency and discipline in management of the state is at the same time decentralization and increasing decision-making power for educational institutions, enhancing self-responsibility, promoting development, and bringing into play the potential of educational institutions. Educational autonomy in Vietnam is autonomy in accordance with the law, associated with self-responsibility and partially institutionalized in each area of operation of higher education institutions must enhance self-responsibility to stakeholders.

"Accountability" is a new concept in higher education management terminology, which is stated in Article 55 of the Education Law. The term "Accountability" is used equivalently with different terms in Vietnamese such as responsibility, accountability, social responsibility. Accordingly, in order to ensure training quality and social justice, universities must take their own responsibility, which is responsible to society and responsibility to the universities themselves, so it can be understood that "responsibility" is "the concept of moral consciousness and the sense of law that expresses a characteristic of personality in the performance of obligations set forth by society". Responsibility is the proportion of activities with obligations, is a consequence of human free will, is characteristic of meaningful human activities. Thus, in order to ensure a university's responsibility to the internal and the society, the role and responsibility of the head is more meaningful and demanding.

A university's responsibilities towards stakeholders when exercising autonomy are:

- Responsibility to society, to learners: It is a responsibility to ensure quality such as commitment and responsibility for effective and transparent use of funds contributed by learners and the society. In an education market with the right direction and healthy competition, each university must proactively build appropriate strategies and goals, build appropriate staff and facilities to compete, attract investment from the State as well as from other sources in order to improve the quality of training, meet the needs of learners and human resources of the society. When learners and employers both have the freedom to choose, universities cannot provide training that does not meet the needs of society, cannot apply tuition fees that are not commensurate with the quality of training learners expect. Universities must also actively find ways to

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attract good students through scholarship programs, financial aid, and job counseling. Through a public mechanism, learners as well as employers have the opportunity to monitor the implementation of commitments of universities on training objectives, output standards, training programs and resources to ensure training quality. A university that misrepresents public information or fails to live up to a public commitment will not attract students to the university and reduce the confidence of employers and investors.

- Responsibility to the State: It is the responsibility to ensure all activities of the university according to the announced mission and within the framework of the law, the responsibility to use the State's investment funds in an efficient and transparent manner, the responsibility to report and be subject to the supervision of the state management agencies. In the autonomy mechanism, professional and scientific associations will play the role of supervisory agencies on training quality and scientific research, helping the Ministry of Education and Training to verify the quality and rank and classify universities in an open, transparent and accurate manner.

- Responsibility to the university itself: It is the responsibility to develop the university in a sustainable way, maintain and enhance the reputation of the university for the benefit of the collective staff, teachers as well as students. In the autonomy mechanism, the prestige and development of the university depends decisively on the leadership, management and professional competence of the staff of each university; The State only creates an open mechanism and helps universities better perform their tasks.

Thus, in order to fulfill and ensure the responsibility of the university in autonomous activities, it is clear that besides increasing the power in decision-making, the

role and requirements for the head of the university are higher. This means that the renovation of management activities of the University President is in line with the current development trend of Vietnamese education, and at the same time is an inevitable need of the universities.

2. Presidents' role in universities

President is the head of a university with the most important role in the process of establishing, orienting and organizing teaching and educational activities for students, managing and promoting other activities to create success for the university.

In fact, the university's development orientation depends a lot on the President. Specifically, the President has the greatest influence in the industry management system, on the learning outcomes of students. The President is considered as the captain, designer and organizer of implementation, planning, training of forces, monitoring and evaluation, reward and encouragement, the one who orients the development of the university and develop a plan to perform the task, with the goal of being close and suitable, feasible, scientific and reasonable assignment, and at the same time determining the appropriate implementation conditions. In addition, the President is also responsible for organizing, operating and coordinating the forces to perform tasks. He/she shall know how to promote and enhance harmony between points and areas, between key and non-key stages, between active and inactive people.

Especially in management activities, university management is one of the important and overarching tasks of the university's leaders. Accordingly, the President must properly perform his/her responsibilities and duties in general management activities in the following areas:

Firstly, reflected in the responsibility of the President, the President is a person appointed by a competent state agency, responsible for managing the university's activities. President is responsible for:

- Managing and operating all activities of the university, responsible before the law and superiors for all activities of the university.

- Organizing the implementation of regulations on responsibilities of universities, teachers, officials, public servants and learners in the Regulations.

- Listening to and absorb the opinions of individuals, organizations and mass organizations in the university and take proper measures to solve them according to the current regime and policies of the State, according to the rules, regulations and charters of the university and in accordance with the authority and responsibility assigned to the President. In case it is beyond the authority of the President to handle it, it must be notified to individuals, organizations and mass organizations in the university and reported to the superior.

- Implementing the regular meeting regime, such as briefings, university council meetings, annual meetings of cadres and civil servants.

- Implementing the financial disclosure regime according to the State's regulations; publicizing the benefits, regimes, policies and periodic evaluation of teachers, officials, public servants and learners.

- Being a role model and take the lead in fighting against non-democratic manifestations in universities, such as tyranny, harassment, prejudice, suppression, concealment, concealment, untruth, violation of principles and other undemocratic manifestations.

- Strictly implementing the principle of democratic centralism in university management to closely coordinate with organizations, mass organizations and individuals in the university, to promote democracy in the organization and operation of the university.

- Protecting and preserving the reputation of the university.

- Guiding, urging and inspecting the activities of direct subordinates in the implementation of democracy and promptly settle the recommendations of subordinates according to their assigned competence.

- Coordinating with the trade union organization in the university to organize a meeting of cadres and civil servants once a year according to the regulations of the State.

Secondly, the things that the President must consult with the constructive contributions of individuals or organizations and mass organizations in the university before deciding on the following issues:

- Planning for development, enrollment, teaching, scientific research and other activities of the university in the academic year.

- Training management process, issues about functions and tasks of the organizational apparatus in the university.

- Planning for recruitment, training and retraining of professional qualifications of teachers, officials and civil servants.

- Planning to build the university's facilities, service and production activities of the university.

- Measures to organize the annual emulation and commendation movement, working style, building rules and regulations in the university.

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- Preliminary and summary reports periodically during the academic year.

Thus, with the role of decision maker, the President's management activities are very important, especially in the context of autonomy like the current Vietnamese education trend. To ensure the good performance of the university's responsibilities to stakeholders inside and outside the university, the decision of the President must be reasonable and correct. The fact that the decisive factor for this problem is the management capacity of the head of the university. In improving management capacity, the implementation of democracy in management activities is one of the important solutions.

3. Improving management capacity of universities' Presidents from implementing democracy in management activities

Implementing democracy in university management is mainly related to the responsibility of Presidents - the leaders in management. This group of measures is aimed at enabling staff, lecturers and students to exercise their right to know the views and guidelines of the Party, policies and regimes of the State, regulations and regulations of the industry and universities; exercise the right to have opinions on these issues in order to create a consensus on awareness to exercise the right to work, be examined and evaluated for the universities' activities. From which, mobilize the intellectual contributions and efforts of all members of universities to create stability and development of universities in the direction of democracy, associated with modernization and standardization to compete with advanced universities in the country and in the region.

To implement this group of measures, a President shall approve the Resolution of the Party Committee, joint conferences, annual

meeting of officials and employees to unify the guidelines, plans, measures and assign the implementation. It can be divided into the following measures:

- The President democratizes the planning and working style of the university:

Democratization in planning activities will help the plan to reflect properly and full range of activities to realize the training goals of the University, democratizing the working style is to create conditions for officials and employees to know how the university works, the leadership relationship and cooperation under the mechanism of the Party's leadership, the State's management, and the people's mastery. On that basis, there are comments to contribute to building the university. On the contrary, when that working style is stable, it will create conditions for leaders to have time to focus, evaluate work and propose effective measures for university construction activities.

Maintaining the unity and stability of the university's operating system, limiting unnecessary disturbances. It shall make university officials understand the university's working style to monitor and give comments when needed. Moreover, members of the university's political system also have conditions to promote their independent spirit and responsibility in the unit.

- The President democratizes the organization of the university apparatus and employees.

Organizational apparatus and personnel organization are two important stages in the operation of organizations in general and universities in particular. That is the arrangement of machinery and the use of people, it directly affects the successful implementation of the university's goals. The President has an important role in these

activities, so the management of the university. The President must be truly democratic. Democracy is demonstrated: The President democratizes the organizational structure of the university; democratize the development of management documents under the President's authority; democratize the organization of university staff, democratize the work of raising wages, changing ranks, and raising ranks; democratization in emulation, commendation and discipline activities, democratization in the annual evaluation and classification of cadres, democratization in training and fostering activities for cadres and lecturers. All areas that require democratization when implemented must comply with the "three enough" that are: subordinates receive full information; the institutions have meetings to deploy and fully implement the documents and procedures; sufficient time to carry out the above-mentioned issues.

- The President democratizes the direction and adjustment activities

In this measure, the President paid special attention to promoting democracy in revenue and expenditure and procurement of equipment and assets for the university. To do that requires the President to do it in two forms: publicity and democratic discussion in which, publicize financial revenues and expenditures inside and outside the budget, publicize the procurement and implementation of policies and regimes for lecturers. The form of publicity can be expressed in documents, on websites of the universities, institutions...

Moreover, the President also needs democratic consultation. From democratic and public discussion, the President assigns specific tasks to relevant departments: finance, service administration... When organizing the procurement of equipment, it is necessary to follow the following

principles: all expenditures and purchases must be derived from the needs of the training objectives, the need to build and develop the university, and avoid arbitrary and subjective purchases; When making purchases, factors such as savings, quality assurance, ability and efficiency must be taken into account to avoid waste; procurement must ensure the correct process; When testing and taking over, it is necessary to have complete dossiers and documents.

The democracy of this measure is reflected in the fact that the President decentralizes relevant departments to participate and advice to make the right decision. At that time, the subjects of democracy exercise their mastery when assigned specific tasks.

- President democratize inspection activities

To democratize this activity, the President needs to perform the following tasks: establish a professional inspection committee; educate the sense of inspection and supervision of officials and employees in the university; enhance comprehensive inspection and test results processing.

This group of measures is mainly related to the management of the President, the democratization is expressed in such manifestations as openness, transparency, objectivity, correct process, reasonable decentralization, etc. in handling all work related to the goals and construction of the university. However, the person in charge is the President. Therefore, in order to achieve a high degree of democracy, the President must not be subjective, respectful, or gullible but always consciously inspecting and reminding to promptly correct deviations and supplement shortcomings due to subjectivity or limited capacity of subordinate officials.

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In summary, it is possible to generalize the implementation of democracy in management activities of the leaders of the University of Technology through the following measures:

- Comply with the leadership of the Party, coordination with mass organizations, and promote the role of the masses at the unit.
- Strictly implement the reporting regime and consult the Party and Government leaders at all levels.
- Connect the university with the locality and responding to social activities for the local community.
- Implement democratization in planning activities, creating conditions for "people know, people discuss, people do, people check".
- Democratization in financial management activities inside and outside the budget.
- Democratization in the construction of university facilities.
- Democratization in the procurement of property, equipment, and laboratory equipment of the university.
- Democratization in mass activities.
- Democratization in professional activities.
- Democratization in inspection activities.

CONCLUSION

Universities are a part of society, all the effects of the democratization of society will definitely affect the development of universities. The essence of socialist education was democratic. Moreover, the Party and President Ho Chi Minh, when

attaching importance to educational activities, emphasized the promotion of democracy in universities, arousing the spirit of mastery of officials, students, and students in universities. One of the most important factors to ensure the sustainable development of universities is to promote the implementation of democracy in education, in which democracy in the management of Presidents is considered the core issue, creating the basis and foundation for the implementation of democracy in the remaining fields of universities. This, while contributing to improving the management capacity of the President – Managers also contribute to improving the quality of education to meet the renovation requirements of Vietnamese education in the face of the development trend of the industrial revolution 4.0.

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