

**A NEW PARADIGM OF LEADERSHIP & MANAGEMENT, TEACHING AND LEARNING  
IN HIGHER EDUCATION: GLOBAL AND LOCAL PERSPECTIVES AND PRACTICES**

SEAMEO RETRAC, July 13-14, 2023

# IQA tools and processes used by Vietnamese universities:

## Implications for continuous improvement and management information system

# Research purposes

**To investigate the levels of using IQA tools at higher education institutions in Vietnam**

# Methods

A survey design with a questionnaire

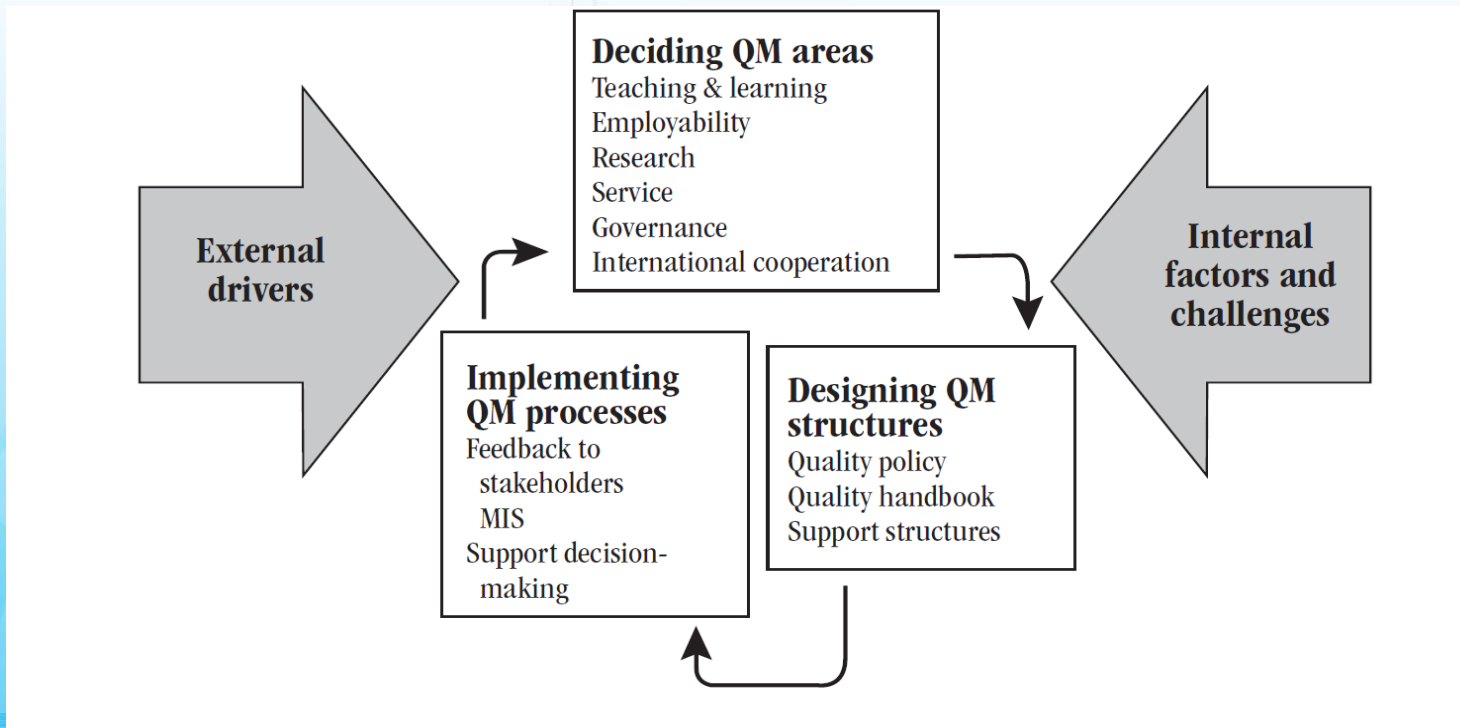
16. Which of the following processes or tools are used for monitoring the quality of academic staff performance in your HEI?

	Yes	No	I do not know
Regular (e.g. annual) staff appraisal (e.g. academic staff by supervisors)			
Internal evaluation (by an internal committee) of staff performance for promotion decisions			
Students' evaluation of teachers			
Peer review of teachers (i.e., review by fellow teachers)			
Teacher (classroom) supervision by university authorities			
Mentorship arrangements			





# Theoretical framework: Systemic view of quality assurance



# IQA tools used to improve academic programs

<b>IQA tools for curriculum</b>	<b>HEP A</b>	<b>HEP B</b>	<b>HEP C</b>	<b>HEP D</b>	<b>HEP E</b>	<b>HEP F</b>	<b>HEP G</b>	<b>HEP H</b>	<b>HEP I</b>	<b>HEP J</b>	<b>HEP K</b>	<b>HEP L</b>	<b>HEP M</b>	<b>Mean</b>
Student course experiences	4	4	4	4	4	4	4	4	4	4	4	4	4	<b>4.0</b>
Curriculum evaluation by sts	3	4	4	4	4	3	3	2	3	3	3	4	3	<b>3.3</b>
Curriculum evaluation by Ts	3	4	4	4	4	3	4	3	4	3	3	3	4	3.5
Monitoring curriculum with statistics	3	4	3	4	4	3	3	3	2	4	3	3	4	<b>3.3</b>
Sts' workload evaluation	4	3	4	2	4	3	4	3	4	3	3	4	4	3.5
Employers' satisfaction	3	4	4	4	4	3	3	4	4	4	4	3	4	3.7
Sts' satisfaction	4	4	4	4	4	3	4	4	4	4	4	4	4	<b>3.9</b>
Assessment of SLOs	4	3	3	4	4	3	4	3	4	4	3	3	4	3.5
<b>Total</b>	3.5	3.8	3.8	3.8	<b>4.0</b>	<b>3.1</b>	3.6	<b>3.3</b>	3.6	3.6	3.4	3.5	<b>3.9</b>	3.6



# IQA tools for staff performance

IQA tools for work performance	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Staff evaluation (annual)	4	4	4	4	4	3	4	4	4	4	4	3	4	<b>3.8</b>
Internal evaluation (by an internal committee) of staff performance for promotion decisions	3	4	4	4	4	3	4	3	3	3	4	4	4	3.6
Students' evaluation of teachers	4	4	4	4	4	4	4	4	4	4	4	4	4	<b>4.0</b>
Peer review of teachers (i.e., review by fellow teachers)	2	4	4	2	3	2	1	2	2	2	1	2	3	<b>2.3</b>
Teacher (classroom) supervision by university authorities	4	4	4	3	4	2	4	2	4	4	3	2	4	3.4
Evaluation of functional units by students and staff	3	4	2	2	2	1	3	4	4	3	4	3	4	<b>3.0</b>
<b>Total</b>	3.3	<b>4.0</b>	3.7	3.2	3.5	<b>2.5</b>	3.3	3.2	3.5	3.3	3.3	<b>3.0</b>	<b>3.8</b>	3.4

# IQA tools for students support

IQA tools for students support	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Academic/career advising	4	3	4	4	4	3	4	4	4	4	4	3	4	3.8
Admission/registration	4	3	4	3	3	4	3	3	3	4	4	4	4	3.5
ICT facilities (e.g. e-mail and internet for use by students, electronic learning management systems)	4	4	4	4	4	4	3	3	4	4	4	4	4	3.8
Libraries and documentary resources	4	4	4	4	4	4	3	4	4	4	4	4	4	3.9
Teaching laboratories (e.g. science/computer/language labs)	4	4	4	4	4	4	3	3	3	3	4	4	4	3.7
<b>Total</b>	<b>4.0</b>	3.6	<b>4.0</b>	3.8	3.8	3.8	<b>3.2</b>	<b>3.4</b>	3.6	3.8	<b>4.0</b>	3.8	<b>4.0</b>	3.8



# IQA tools for employment orientation

IQA tools for employment-orientation	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Evaluation of support quality	4	3	4	4	4	3	2	3	4	4	4	4	3	3.5
Employer surveys	3	4	4	4	4	4	2	3	4	4	4	4	4	3.7
Monitoring the quality of internships	3	3	4	3	4	4	3	3	4	4	4	4	4	3.6
Evaluation of soft skills training	3	3	3	3	4	2	3	2	4	3	4	4	4	3.2
Curriculum development involving professions/employers	3	4	4	4	4	3	3	3	4	4	4	4	4	3.7
Curriculum review involving professions/employers	3	4	3	4	4	4	3	3	4	3	4	4	4	3.6
Curriculum review involving alumni	3	4	4	4	4	3	3	3	4	3	4	4	4	3.6
<b>Total</b>	<b>3.2</b>	<b>3.5</b>	<b>3.7</b>	<b>3.7</b>	<b>4.0</b>	<b>3.3</b>	<b>2.7</b>	<b>2.8</b>	<b>4.0</b>	<b>3.7</b>	<b>4.0</b>	<b>4.0</b>	<b>3.8</b>	<b>3.6</b>

# IQA tools for research

<i>IQA tools for research</i>	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Internal review of research proposals	3	4	4	3	4	3	3	3	4	3	4	4	4	3.5
Internal peer review of ongoing research projects	3	4	3	3	4	3	3	2	3	3	4	3	3	3.2
Review of current research by external peers invited by your HEI	3	4	3	3	4	3	4	2	4	3	4	4	4	3.5
Monitoring research productivity/impact based on indicators	2	4	2	3	4	2	3	2	3	2	3	3	4	2.8
Research policies	3	4	4	4	4	3	3	2	4	3	4	4	4	3.5
Evaluation criteria fro research	3	4	4	4	4	3	4	2	4	4	4	4	4	3.7
<b>Total</b>	<b>2.8</b>	<b>4.0</b>	3.3	3.3	<b>4.0</b>	2.8	3.3	<b>2.2</b>	3.7	3.0	<b>3.8</b>	3.7	<b>3.8</b>	3.4

# IQA tools for governance/management

IQA tools for governance/management	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Monitoring of performance indicators related to strategic planning objectives	1	3	2	2	4	1	3	2	3	1	4	1	4	2.4
Target-level agreements	2	2	4	4	4	1	3	2	4	2	4	2	4	2.9
Evaluation of administrative units	3	4	4	4	4	2	3	2	4	2	4	3	4	<b>3.3</b>
Certification of management processes (e.g. ISO, EFQM)	3		2	2	3	1		1	4	1	4	1	4	<b>2.0</b>
<b>Total</b>	2.3	2.3	3.0	3.0	<b>3.8</b>	1.3	2.3	1.8	<b>3.8</b>	1.5	<b>4.0</b>	1.8	<b>4.0</b>	2.7



# IQA tools for income generation and community services

IQA for income generation and community services	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Monitoring the quality of continuous education programmes	2	2	4	2	3	2	2	1	2	2	4	2	4	2.5
Monitoring the quality of consultancy services	1	1	3	2	3	1	2	2	2	2	4	2	4	2.2
Monitoring the quality of testing services	2	3	4	2	3	2	2	2	2	3	4	3	4	2.8
Monitoring the quality of contract research	2	1	3	2	3	2	1	1	2	2	4	3	4	2.3
Monitoring the quality of community development programmes	1	1	2	2	3	1	1	1	2	1	3	2	3	1.8
<b>Total</b>	<b>1.6</b>	<b>1.6</b>	<b>3.2</b>	<b>2.0</b>	<b>3.0</b>	<b>1.6</b>	<b>1.6</b>	<b>1.4</b>	<b>2.0</b>	<b>2.0</b>	<b>3.8</b>	<b>2.4</b>	<b>3.8</b>	<b>2.3</b>

# IQA tools for international cooperation

IQA tools for international cooperation	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Evaluation of the International Office, organized by the institution	1	3	3	3	3	2	1	2	3	2	4	4	4	2.7
Monitoring of performance indicators related to internationalization policy/strategy	1	3	2	2	3	1	1	1	3	1	4	2	3	2.1
Evaluation of partner institutions	2	1	2	2	3	1	1	1	2	1	3	3	4	2.0
Benchmark no. of exchange students	1		2	3	3	1	3	2	2	2	4	2	4	2.2
Benchmark no. of exchange staff	1	1	2	3	3	1	1	2	2	2	4	2	4	2.2
<b>Total</b>	<b>1.2</b>	1.6	2.2	2.6	3.0	<b>1.2</b>	<b>1.4</b>	1.6	2.4	1.6	<b>3.8</b>	2.6	<b>3.8</b>	2.2

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IQA tools for	HEP A	HEP B	HEP C	HEP D	HEP E	HEP F	HEP G	HEP H	HEP I	HEP J	HEP K	HEP L	HEP M	Mean
Teaching and learning	3.5	3.8	3.8	3.8	<b>4.0</b>	<b>3.1</b>	3.6	<b>3.3</b>	3.6	3.6	3.4	3.5	<b>3.9</b>	<b>3.6</b>
Staff performance	3.3	<b>4.0</b>	3.7	3.2	3.5	<b>2.5</b>	3.3	3.2	3.5	3.3	3.3	<b>3.0</b>	<b>3.8</b>	3.4
Students support services	<b>4.0</b>	3.6	<b>4.0</b>	3.8	3.8	3.8	<b>3.2</b>	<b>3.4</b>	3.6	3.8	<b>4.0</b>	3.8	<b>4.0</b>	<b>3.8</b>
Employment orientation	<b>3.2</b>	3.5	3.7	3.7	<b>4.0</b>	3.3	<b>2.7</b>	<b>2.8</b>	4.0	3.7	<b>4.0</b>	<b>4.0</b>	<b>3.8</b>	<b>3.6</b>
Research	<b>2.8</b>	<b>4.0</b>	3.3	3.3	<b>4.0</b>	2.8	3.3	<b>2.2</b>	3.7	3.0	<b>3.8</b>	3.7	<b>3.8</b>	3.4
Governance	2.3	2.3	3.0	3.0	<b>3.8</b>	<b>1.3</b>	2.3	<b>1.8</b>	<b>3.8</b>	<b>1.5</b>	<b>4.0</b>	<b>1.8</b>	<b>4.0</b>	2.7
Income and community services	<b>1.6</b>	<b>1.6</b>	<b>3.2</b>	2.0	3.0	<b>1.6</b>	<b>1.6</b>	<b>1.4</b>	2.0	2.0	<b>3.8</b>	2.4	<b>3.8</b>	<b>2.3</b>
International cooperation	<b>1.2</b>	1.6	2.2	2.6	3.0	<b>1.2</b>	<b>1.4</b>	1.6	2.4	1.6	<b>3.8</b>	2.6	<b>3.8</b>	<b>2.2</b>
Ownership - Finance*	CN	CN	CN	TT	<b>CT</b>	CN	TT	TT	CN	CN	<b>CT</b>	CN	<b>CT</b>	
Size**	L	n	L	L	<b>L</b>	n	n	n	n	n	<b>L</b>	n	<b>L</b>	



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- Public universities with financial autonomy and large size (HEP M, HEP K, HEP E) reported full implementation of IQA tools and processes for the surveyed aspects.
- With the limited presence of IQA tools and processes: two private universities with a small size (HEP G, HEP H) and one public university (HEP F) with limited financial autonomy



Sponsor  CAPILANO UNIVERSITY

# IMPLICATIONS

INTERNATIONAL CONFERENCE 2023

A NEW PARADIGM OF LEADERSHIP & MANAGEMENT, TEACHING AND LEARNING  
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1. Continue/Enhance IQA tools and processes for teaching and learning, student support services, and employability
2. Take actions for IQA tools and processes related to research, community services and income generation as well as governance and international cooperation
3. Increased autonomy for HEIs



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# LIMITATIONS

INTERNATIONAL CONFERENCE 2023

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1. A long survey
2. Limited to universities in one city
3. Not surveying students