International Joint Accreditation

The Accreditation Report

For Vietnam Japan University, Vietnam National University

Date of On-site Visit: 6-7 March, 2025
Date of Report: 27 May, 2025

1. Accreditation Status: Accredited

Validity Period: May 27, 2025 to May 26, 2031

On the evidence considered by the Review Team, Vietnam Japan University meets International Joint Accreditation Standards which is approved by the International Joint Accreditation Committee.

This report is to certify that the accreditation is conferred on the related regulations of "International Joint Accreditation Standards." For Vietnam Japan University, the achievement of the six baseline standards is shown in Table 1 and Figure 1.

Table 1: The Achievement Result of Each Standard

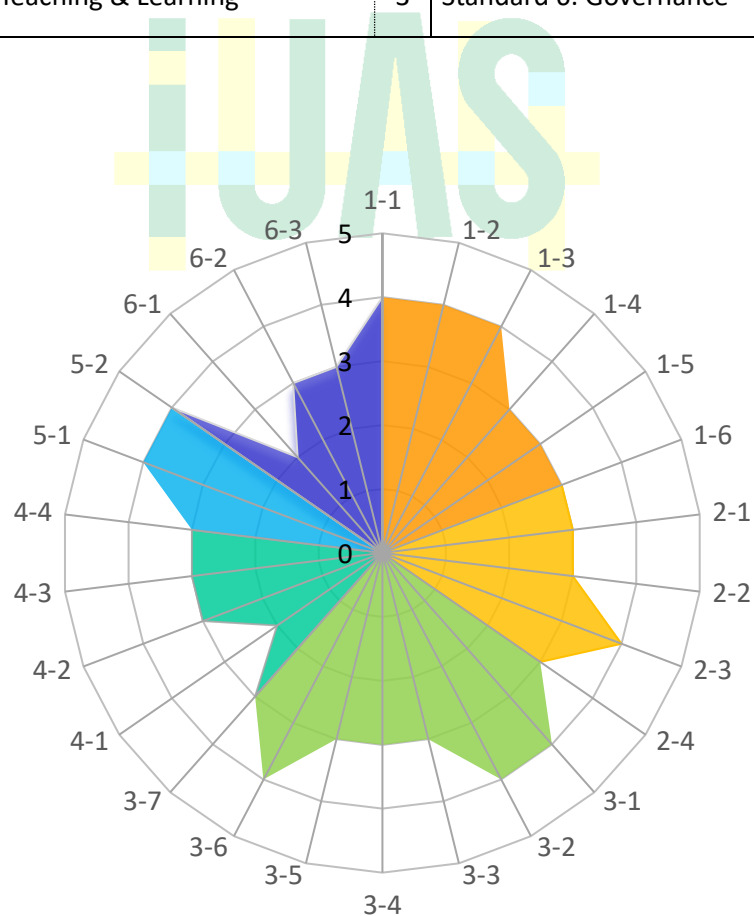| Standard 1: Mission, Goals & Strategy	3	Standard 4: Faculty	3
Standard 2: Internal Quality Assurance	3	Standard 5: Social Connection	4
Standard 3: Teaching & Learning	3	Standard 6: Governance	3

Figure1: The Achievement Result of Each Indicator (Appendix A)

Performance Level		Reference Standard
5	Excellent	The results are outstanding and distinctive in every aspect. The HEI fully achieves its vision and goals, demonstrating exceptional performance.
4	Very Good	The results are excellent and distinctive, with appropriate supporting evidence.
3	Good	The HEI effectively meets the fundamental requirements, with sufficient evidence to substantiate its implementation.
2	Requiring Improvement	The implementation has not yet met the basic operational requirements of a university, the results do not fully meet the standards, or the supporting evidence is insufficient.
1	Insufficient	There is a significant gap between the implementation and the basic operational requirements of a university, or there is no concrete planning or action, or major deficiencies exist in execution.

2. Executive Summary

Vietnam Japan University (VJU), a member institution of Vietnam National University, Hanoi (VNU), is a young and ambitious university committed to providing high-quality education, fostering research excellence, and promoting internationalization. Established with strong support from both the Vietnamese and Japanese governments, VJU serves as a cultural and academic bridge between Vietnam and Japan. Since its founding, VJU has made significant progress in academic development, research output, and institutional governance, positioning itself as a key player in the regional higher education landscape. This report outlines VJU's strengths, challenges, and recommendations across key areas, providing a comprehensive assessment of its performance and future potential.

VJU's mission and vision are clearly defined in its Development Strategy to 2030, with a vision toward 2035. The university aims to become a leading research institution in Asia, particularly in the fields of advanced engineering, technology, and interdisciplinary sciences for sustainable development. VJU's strategic goals reflect a commitment to high-quality education and research, fostering international collaboration, and contributing to societal progress. Its strategic objectives include increasing student enrollment, enhancing the quality of education programs, expanding research capabilities, and achieving greater financial and operational autonomy. VJU's alignment with these goals is demonstrated through a well-structured framework that integrates mid-term and long-term plans across education, research, organizational structure, human resources, and finance.

A notable strength of VJU is its strong collaboration with Japanese universities and institutions. Over thirty universities have committed to supporting VJU through joint research, faculty exchange, and academic program development. This has enabled VJU to develop and implement eight master's programs and two doctoral programs taught in English and Japanese, along with six undergraduate programs, in a relatively short period. The university's internationalization strategy includes attracting international students and faculty, promoting cross-border research collaborations, and enhancing student mobility through exchange programs. The integration of Japanese academic models and values has contributed to VJU's distinct identity and academic strength.

VJU has established a robust internal quality assurance (IQA) system aligned with VNU's standards and regional benchmarks, including the ASEAN University Network-Quality Assurance (AUN-QA). The Examination and QA Office, Training and Student Affairs Office, and faculty-level QA units work collaboratively to implement quality assurance policies and procedures. The university employs the PDCA (Plan-Do-Check-Act) cycle to monitor and improve educational programs, research activities, and institutional performance. VJU's commitment to continuous improvement is reflected in its adaptive strategies, feedback mechanisms, and stakeholder engagement initiatives. The university regularly collects and analyzes data from student evaluations, faculty feedback, and employer surveys to refine its programs and enhance learning outcomes.

In the area of teaching and learning, VJU has developed a comprehensive framework that aligns curriculum design and implementation with social needs and labor market demands. The university's programs are designed based on Expected Learning Outcomes (ELOs) and the Vietnam National Qualifications Framework. VJU employs diverse teaching methodologies, including technology integration, interactive learning, case studies, and practical training. The involvement of industry professionals in teaching and the strong focus on internships provide students with valuable real-world experience. The university also offers dual degree programs and opportunities for international exchange, enhancing students' global competencies and career readiness.

Faculty development is another area of strength for VJU. The university has established a framework for faculty recruitment, qualifications, and professional development. Faculty members are encouraged to engage in research, collaborate with international partners, and participate in teaching innovation workshops. VJU provides research funding and support for faculty involvement in joint projects with Japanese universities and industry partners. The publication-to-faculty ratio at VJU ranks among the highest within VNU, reflecting the university's strong research culture. Faculty members actively involve students in research projects, enhancing their research skills and academic engagement.

VJU's social engagement and community outreach activities are embedded in its Development Strategy and Science and Technology Development Strategy. The university actively collaborates with local governments, industries, and research institutions to

address societal challenges and promote sustainable development. VJU organizes seminars, workshops, and public events to foster knowledge exchange and community involvement. The university's focus on sustainability science and interdisciplinary research positions it as a key contributor to Vietnam's development agenda and the global Sustainable Development Goals (SDGs).

The governance model at VJU reflects a balanced integration of Japanese and Vietnamese administrative practices. The university operates under a tripartite governance structure comprising the University Council, Executive Board, and Supervisory Board. This model ensures strategic oversight, operational efficiency, and accountability. VJU's financial autonomy has increased steadily over the years, supported by a diversified funding strategy that includes government support, tuition revenue, and research grants. The university's financial sustainability plan focuses on increasing self-generated income, optimizing resource allocation, and expanding external partnerships.

Despite its achievements, VJU faces several challenges that need to be addressed to sustain its growth and enhance its academic standing. The university's reliance on visiting professors, while beneficial in terms of expertise and diversity, poses challenges related to continuity, consistency, and cost management. VJU needs to develop a structured onboarding and support system for visiting faculty, establish clear performance expectations, and promote mentorship opportunities between visiting and full-time faculty. Strengthening faculty retention and recruitment, particularly in high-demand fields, will be critical for VJU's long-term success.

The university's internationalization efforts have made significant progress, but further expansion beyond Japan is recommended. VJU should diversify its partnerships to include universities and research institutions in other regions. Offering joint degree programs, expanding student and faculty exchange opportunities, and increasing scholarship support for international students will enhance VJU's global competitiveness. Developing a more targeted strategy for attracting international students, including multilingual marketing and support services, will also be essential.

Enhancing the transparency and accessibility of information is another area for improvement. VJU should streamline its communication channels, provide clearer guidelines for academic and administrative processes, and ensure that information on programs, admissions, and institutional policies is easily accessible to students, faculty, and stakeholders. Strengthening data-driven decision-making through the implementation of an integrated data management system will enable VJU to monitor performance more effectively and identify areas for improvement.

Research and innovation remain key strategic priorities for VJU. The university should develop a long-term research strategy that aligns with industry needs and global trends. Expanding research collaborations, securing additional research funding, and promoting

interdisciplinary projects will enhance VJU's research output and impact. Increasing the commercialization of research outcomes through patents, licensing agreements, and industry partnerships will also contribute to the university's financial sustainability and societal impact.

To strengthen social engagement, VJU should establish a formal mechanism for evaluating and monitoring its partnerships with industry, government, and community organizations. Developing a framework for measuring the impact of these partnerships on student learning, research output, and community development will enable VJU to optimize its social engagement strategy. Expanding opportunities for students and faculty to participate in community-based projects and internships will further enhance VJU's contribution to societal development.

In conclusion, VJU has established a strong foundation for academic excellence, research innovation, and international collaboration. Its clear mission, strategic goals, and commitment to quality assurance provide a solid framework for future growth. By addressing the identified challenges and implementing the recommended improvements, VJU is well-positioned to achieve its vision of becoming a leading research university in Asia. Strengthening faculty development, expanding global partnerships, enhancing data-driven decision-making, and increasing research commercialization will enable VJU to build on its current strengths and sustain long-term success in an increasingly competitive higher education landscape.

3. Strengths, Specialties and Recommendations

3.1 Strengths and Specialties

(Standard 1) Mission, Goals and Strategy

- VJU is recognized as one of the first institution in Vietnam to embed liberal arts education and sustainable development in its goals and philosophy and set a precedent that many other Vietnamese universities are now following.
- VJU defines its mission based on its vision clearly with four sentences as stated in the section 4.1 of DEVELOPMENT STRATEGY OF VIETNAM JAPAN UNIVERSITY TO 2030, VISION TO 2035 (Development Strategy).
- VJU also defines its general objectives in the above-mentioned document.
- All the relevant university targets include specific indicators for internationalization: the number of joint education programs, the proportion of international students, the number of international collaborative research projects, and the number of internationally accredited programs.
- VJU described its mid-term plans for education, scientific research, organizational structure, human resources, and finance in the Development Strategy with evidence.

- For both the new coming and existing staff, the mission, goals, objectives and strategies are well informed.
- More than thirty universities have committed to participating in the coalition to support VJU in teaching and research activities. In addition, these relationships are active.
- With the financial autonomy plan, the university's finances have improved over the years, reflecting an increasing level of autonomy.
- VJU has developed and implemented eight master's programs, two doctoral programs delivered in English and Japanese, and six undergraduate programs in a short period of time.

(Standard 2) Internal Quality Assurance

- VJU has a quality assurance (QA) framework aligned with its Development Strategy and VNU-HN's standards. The University engages with regional standards, including AUN-QA, and aims for the Accreditation Board for Engineering and Technology (ABET) accreditation for its engineering programs, showing commitment to external evaluation. There is also a formalized QA system with regulations and annual plans, aiming to cultivate a culture of quality.
- VJU demonstrates a strong commitment to quality assurance through its dedicated QA office, multi-tiered structure involving university-wide participation, and a comprehensive IQA model aligned with VNU-HN's framework. The active involvement of university-level councils and faculty-level QA units ensures quality is addressed at all levels.
- VJU's internal quality assurance system is effectively functioning, as demonstrated by the active roles of the Examination and QA Office, Training and Student Affairs Office, and faculty-level QA teams in implementing policies and procedures. This is evidenced by achievements such as the development of QA strategies, annual planning, feedback collection and analysis, capacity building, self-assessment coordination, and program development.
- VJU publishes information about its educational programs, research, and finances on its website and fan page. This communication provides information to stakeholders.
- VJU utilizes the PDCA cycle for continuous improvement, as demonstrated by their adaptive approach to the VJU Development Strategy, new program launches, and the master plan. By regularly reviewing progress, analyzing results, and making adjustments based on feedback, VJU ensures its IQA system remains relevant and responsive. This commitment to ongoing evaluation and improvement is crucial for maintaining and enhancing the quality of education and research.

(Standard 3) Teaching & Learning

- VJU specifies and publishes policies on degree, curriculum, and student admission in its regulations. The documents are constantly updated and refined to align with the university's mission. The policies strongly encourage the diversification of student intakes,

from regional to national levels, to build a multicultural student community. The VJU admission policies are built on criteria of selectivity, fairness, and talent encouragement, aiming to attract outstanding students and learners with potential for development who meet the academic requirements in an international environment.

- VJU systematically designs its curriculum starting with the social needs and the basic requirements regarding knowledge, skills, and attitudes for the education programs, that is to say the demands of the Vietnam's labor market to set expected learning outcomes (ELOs). The ELOs are developed based on social needs surveys and must satisfy the Vietnam National Qualifications Framework. The task force with experts designs the objectives and program learning outcomes (PLOs) of the curriculum with review and feedback from the council.

- The working policies for academic staff are set at a higher standard than that as stipulated in the VNU's general regulations to build the academic staff of international qualification and develop VJU towards a research-oriented university. VJU supports visiting faculty through orientation seminars, collaborative research, and mentorship.

- VJU develops its education plans with a timeframe for each program, credit hours, soft skills assessment, and academic support activities to ensure students meet the PLOs according to its education regulations. VJU employs a variety of teaching methodologies, including technology integration, interactive learning, self-learning emphasis, soft skills development, case studies, and career orientation. Lecturers from enterprises who participate in teaching undergraduate programs offer students exposure to practical knowledge, enabling them to apply classroom knowledge, and equipping them with essential soft skills for the workplace. VJU allows students to pursue dual degree programs with clear criteria and monitoring processes. Quality teaching and internship programs in cooperation with businesses give graduates opportunities to work at major companies and international organizations.

- As for Evaluation of Students' Achievements of Learning Outcomes, VJU sets examination regulations with its assessment and classification of student performance based on the VNU's education regulations, and these regulations and examination guidelines are published on its website and shared with both instructors and students. VJU also utilizes multiple methods to assess curriculum effectiveness, including exams, projects, student feedback, data analysis, and inputs from stakeholders. VJU analyzes assessment data and student feedback to improve teaching practices and curriculum design. VJU evaluates students' achievement of expected learning outcomes (ELOs) in compliance with the VNU's regulations on academic evaluation, credit recognition, and degree conferral at both undergraduate and master's levels. VNU requires education programs to build an Expected Learning Outcome matrix (ELO). The ELOs matrix aligns the designed courses and the Program Learning Outcome (PLO); and the PLOs are supported by Courses Learning Outcomes (CLO) where the course content and assessment activities are to help students achieve the level of achievement on these outcomes.

- VJU appropriately admits students based on its admission policy and functions its student support system through collaboration with many sections.

- VJU sets work standards and plans for allocating offices, laboratories, classrooms, and other spaces based on the national standards for higher education institutions issued by the Ministry of Education and Training (MOET). These policies enable VJU to provide facilities, maintain necessary equipment, and construct standard-compliant school buildings to create a favorable learning and research environment.

(Standard 4) Faculty

- VJU develops a framework of qualifications and responsibilities for full-time faculty members, which serves as the foundation for recruitment. The university also has a strategic plan to attract and retain high-quality faculty through research funding and academic exchange programs.
- VJU supports faculty members and staff participation in professional training, including professional education programs, teaching innovation workshops and research collaborations.
- The publication-to-faculty ratio consistently ranks among the highest within the VNU. The high number of joint publications by students and faculty at VJU demonstrates the effectiveness of education through research-driven projects.
- Based on the research fund provided by VJU in collaboration with the Japan International Cooperation Agency (JICA), faculty members can develop more advanced, in-depth research in collaboration with partner organizations, thereby strengthening the quality of their research.
- VJU utilizes research outcomes and partnerships with businesses to provide students with practical, reality-based learning experiences. In addition, faculty members actively involve students in their research projects, offering them valuable hands-on experience.

(Standard 5) Social Connection

- In an effort to establish itself as a research-oriented institution that addresses the needs of enterprises and organizations, VJU has prioritized a policy of social engagement in its Development Strategy and Science and Technology Development Strategy. It is committed to enhancing its training and research operations through strongly cultivating partnerships and collaborating with reputable domestic and international universities, organizations, research institutes, and enterprises.
- VJU has established the targets related to social services to be attained by 2030 in the Science and Technology Development Strategy, including the number of innovative ecosystems, advanced technology products, the average number of ISI/Scopus articles per scientific staff, the ratio of quality publications in the Q1 and Q2 categories of the total number of international publications, the number of accepted patent applications and utility solutions, and revenue increases via service activity and commercialization. Furthermore, VJU's master plan is designed to make its goals a reality, including a scientific and technological plan with a focus on social cooperation and community engagement.

- Organizing socially connected seminars and events, enhancing partnerships with businesses and local governments, and conducting studies geared towards the Sustainable Development Goals (SDGs) that coincide with the needs of industries and society at large are some of the key initiatives designed to promote social connections between VJU and other local and Japanese organizations.

(Standard 6) Governance

- The governance model at VJU integrates Japanese organizational and administrative practices within the framework of Vietnam's public university system. The model uses a triplicate governance mechanism: University Council, Executive Board and Supervisory Board.
- VJU establishes administrative organizations that function properly to undertake work related to the operation of the legal entity and university, support educational and research activities, and perform other necessary tasks.
- Training and development programs for administrative staff are tailored to individual needs, aligned with the managing unit's goals and fit within the broader strategic development plans of the university.
- The "Bridge Program – Building Reciprocal Insights through Diverse Global Engagements", partnering with Hosei University, Ritsumeikan University and Waseda University, fosters deeper collaboration and reciprocal learning among participating institutions. Participants gain hands-on experience by observing daily workflows and interacting with their counterparts, thereby enhancing their understanding of international university operations.

3.2 Recommendations

(Standard 1) Mission, Goals and Strategy

- Diverse approaches should be implemented to attract international students to study at VJU, such as offering dual degrees accredited by Japanese or international institutions, employing reputable international student recruitment agencies in countries like Japan, South Korea and ASEAN countries, recruiting international faculty and guest lecturers from partner universities, offering summer schools, internships and exchange opportunities with universities in other countries, providing merit-based, need-based, or field-specific scholarships, collaborating with Japanese companies in Vietnam or global organizations to create pathways for internships and employment.
- Many more KPIs are recommended to assess the internationalization of VJU, apart from those appearing in Table 1.4. These could be used to gauge the progress toward becoming an internationally recognized institution including ration of international to domestic students, diversity in the student body, proportion of faculty members from other countries, growth in hiring faculty from abroad, number of nationalities represented in the academic and administrative staff, number of agreements with foreign

universities and research institutions, percentage of research papers co-authored with international scholars, number of citations of international papers published by staff and students, grants and sponsorships from international institutions, scholarships for talent international students, international reputation in rankings, and the number of hosting international events.

(Standard 2) Internal Quality Assurance

- VJU should begin by solidifying its quality assurance foundation through the finalization and implementation of a unified, comprehensive QA policy. This policy needs to align with the broader strategic framework of VNU-HN while also reflecting VJU's unique mission and context, setting it apart from other partner institutions. This will create a consistent and clear framework for QA activities across all levels of the university. VJU should also prepare to align with institutional assessments of global benchmarking agencies, demonstrating its dedication to international standards.

- To enhance its educational outcomes, VJU should strengthen the implementation of Outcome-Based Education (OBE) and learning outcomes assessment. This involves implementing both direct and indirect methods to measure expected learning outcomes for all programs. Developing appropriate methodologies and tools to support these assessments and using the results for continuous improvement is essential. Implementing a university-wide integrated data dashboard focused on program learning outcomes and course learning outcomes measurement will provide a unified view of performance and facilitate data-driven improvements.

- Maximizing data-driven decision making and digitalization is crucial for VJU's advancement. This includes creating a comprehensive data dashboard that visualizes the Learning Outcomes Tree from university goals to lesson-level outcomes. Ensuring data quality and integrity through standardized data collection practices and the use of diverse student learning data is paramount. Implementing AI-powered analytics to analyze large datasets and digitalizing the feedback process will enable VJU to identify trends and areas for improvement.

- Fostering a unified QA culture and harmonization across all faculties and campuses is essential for VJU's success. This involves identifying and promoting best practices, establishing a network of Quality Assurance Champions. Actively promoting a culture of quality through clear communication and evidence of the system's effectiveness will further strengthen VJU's commitment to continuous improvement.

- Pursuing external quality assurance (EQA) and benchmarking will validate VJU's standards and drive improvement. Setting targets for program accreditation under AUN-QA and exploring other EQA systems like ABET, the Accreditation Agency for Study Programmes in Engineering, Informatics, Natural Sciences and Mathematics (ASIIN) will demonstrate a commitment to international recognition. Conducting regular benchmarking with regional and international institutes, particularly on research,

collaboration, innovation, and technology adoption, will help identify gaps and areas for improvement.

- Enhancing monitoring and fully implementing the PDCA cycle will ensure the effectiveness of VJU's IQA system. Implementing the PDCA cycle not only as a strategy but also as a regulation is crucial. Enhancing the ability to monitor QA achievements and driving data-driven improvement will ensure continuous progress.

(Standard 3) Teaching & Learning

- Faculty should be provided with templates and training to ensure consistency in syllabus design and assessment methods to standardize course syllabi and assessments.
- VJU should expand internship opportunities and industry collaborations to provide students with more hands-on learning experiences to enhance Internship and Practical Learning.
- VJU should give students more information about Learning Outcomes in its curriculum to give students clearer goal in their studies.
- VJU should develop active learning methods in classrooms with educational FD activities like group discussion, flipped classroom to achieve higher Learning Outcomes.
- VJU should develop its buildings and facilities with a more universal design concept to give all students easier accesses in study environments.
- VJU should define minimum performance benchmarks (achievement criteria) for PLOs (e.g., at least 80% of students scoring above a certain threshold) and should disseminate these criteria to stakeholders. In addition, VJU should use this benchmark information particularly PLOs where students underperform for further improvement, to assess whether students who complete a program have achieved the required PLOs.
- VJU should develop clarity on the internship credit process, including detailed documentation of time and content requirements.
- VJU can adopt strategies that highlight its unique value propositions while addressing the expectations of international students, to attract students globally, e.g. emphasize the cost-effectiveness of studying in Vietnam compared to Western countries, establish exchange programs with European and US universities, offer dual-degree programs where students can earn qualifications from both Vietnam and their home country, showcase opportunities for internships in Vietnam's rapidly growing economy, especially in sectors like manufacturing, technology, and tourism, simplify application procedures and provide dedicated support for international students, make targeted advertising on platforms popular in Europe and the US, provide scholarships specifically for international students, covering tuition, housing, or living expenses, partner with governments and organizations to offer funded exchange opportunities.
- VJU can make use of several social media channels and mobile applications, such as Instagram, Twitter, LinkedIn, TikTok, WhatsApp, and Lines official for a broader audience and international students on a multilingual platform in addition to the University website and Facebook. Webinars and Live Chats through platforms such as Zoom,

YouTube Live, Facebook Live or Instagram Live allow prospective students to interact with faculty, admissions officers, and current students. Appointing student ambassadors to engage current students to share their experiences via in-person events or social media is another interesting approach.

- VJU can employ the university website and job portals, professional associations, alumni networks, and social media and networks to solicit high-performing full-time lecturers. In addition, competitive salaries based on market research, research grants, sabbaticals, and conference funding as well as other benefits, e.g. housing, and tuition discounts or waives for dependents should be offered to them.
- VJU can strengthen the link between data analysis and concrete improvements in teaching and curriculum.
- VJU can increase diversity beyond the current demographics to enrich the learning environment.

(Standard 4) Faculty

- Faculty members have expressed dissatisfaction with training opportunities. More targeted programs based on their feedback and more educational aspects in FD activities should be implemented.
- To balance the emphasis on research and teaching accomplishments, VJU could equally reward both research and teaching excellence to encourage faculty to engage in innovative and high-quality educational practices for holistic faculty development.
- Evaluating lecturers who receive scholarships for training and research collaboration with a partner university should be comprehensive in academic and professional development, such as research output, collaboration impact, knowledge transfer, and skill enhancement.
- The university evaluates all lecturers by their teaching and research performance and awards faculty based on their achievements. VJU should also establish a personal training and professional development plan to encourage faculty members to pursue academic title promotions.
- Promoting excellence in teaching practice among lecturers requires a combination of training and institutional support. VJU should organize teaching workshops on instructional design, active learning, and technology integration as well as offering certifications in pedagogy for lecturers to enhance their teaching skills. Interdisciplinary teaching should be supported by the university to encourage collaboration across faculties and create a more cohesive learning experience.

(Standard 5) Social Connection

- VJU needs to seek and prioritize potential partners for signing MOUs that create maximum benefit to VJU as well as help facilitate partnerships between them. Procedures and criteria to evaluate which MOUs are appropriate, mutually beneficial and in line with the current strategy of VJU should be established.

- To provide clarity in operations and ease of collecting data and tracking performance, MOUs between VJU and universities, industries, government agencies, and community organizations should be categorized by geographic scope (e.g. local, regional, and international), types of partner institutions (e.g. VJU-to-university, VJU-to-industry, VJU-to-government, and VJU-to-community), and purpose and scope (e.g. research collaboration, academic exchange, capacity building, curriculum development, job opportunity, and community engagement).

- MOUs should be regularly monitored (e.g. once a year) whether they are still active and achieve the results as planned or not to ensure that the agreement remains effective, mutually beneficial, aligns with the university's objectives, prevents misalignment between agreed-upon terms and actual practices, and strengthens long-term relationships of further collaboration and expansion of partnership scope. When some MOUs are found inactive or failing to achieve their objectives within a specific duration (e.g. two consecutive years), VJU should analyze the reasons behind their inactivity or failure and reach out to partner institutions to discuss challenges and explore possibilities for reactivation. If an MOU is no longer relevant or feasible, formally close it through mutual agreement and document lessons learned to improve future MOUs.

- To evaluate the project related to social cooperation, VJU should establish various impact assessment metrics to measure the effectiveness of the social cooperation policies, e.g. the number of student/faculty exchanges and joint programs, research output (publications, patents, joint projects), industry collaborations and internship/job placements, community engagement and social impact, and financial sustainability and return on investment. It is crucial to choose metrics that are directly relevant to the particular type of collaboration occurring and that take into consideration both monetary and non-monetary outcomes.

- Constantly collecting feedback from university partners, community partners, industries, and students to improve projects and publishing an annual report highlighting achievements and areas for improvement is necessary. The annual report should be presented to university leadership, internal university departments, faculties and academic committees, and external stakeholders.

- To support social cooperation policies and to expand these activities to be stronger and have more faculty and students join, VJU should establish university-led incubators and innovation hubs to support local economic development, consider providing academic credit (or certificate of recognition) for students involved in community-based projects, recognize faculty members who actively engage in social cooperation through awards or promotions, and encourage interdisciplinary courses that focus on real-world problem-solving.

- Building partnerships with European and American institutions would be extremely beneficial to VJU, as they would enable faculty and students to participate in high-impact knowledge exchange programs in addition to providing access to state-of-the-art research and academic resources. Along with promoting intercultural understanding, these partnerships would boost VJU's prominence on the international academic scene.

Stronger connections with American and European universities would enable VJU to access vast industry networks outside of school settings, opening doors for faculty exchanges, student internships, and cooperative projects that close the knowledge gap between theory and real-world applications.

- It is highly recommended that VJU faculty members collaborate on interdisciplinary research projects to develop creative and comprehensive answers to real-world social issues that businesses and local government agencies encounter. Complex issues pertaining to public health, urban planning, economic development, environmental sustainability, and technology breakthroughs can be addressed through these partnerships by utilizing the knowledge of several academic fields. Furthermore, cultivating these collaborations would reinforce the university's position as a major knowledge center by empowering students and faculty to solve significant, practical problems and fortifying relationships with stakeholders in the community, policymakers, and industry. By enhancing its status as a pioneer in applied research and innovation, VJU can support the socio-economic development of Vietnam and beyond.

(Standard 6) Governance

- VJU should establish an evaluation system for administration.
- VJU has a smaller student body and limited full-time faculty and it is key to implement digital transformation to reduce manual administrative tasks and improve efficiency for both faculty and administrative staff.
- VJU needs a plan to apply institutional research to the management of the university, studying what needs to improve, what the associated actions are and what the status of improvement is, such as action plans in all standards.
- Conducting annual satisfaction surveys for academic and administrative staff, rather than two years, helps track trends in satisfaction over time more effectively, enabling VJU to identify areas of consistent improvement or decline. It allows VJU to respond to staff's changing needs and expectations in a timely manner. Surveys can uncover issues affecting morale, teamwork and productivity, allowing for interventions to enhance the work environment which could in turn reduce the turnover rate of staff.
- The staff development initiative for internationalization should be enhanced in terms of number and the proportion of funding should be distributed equally equitably. Besides, staff who receive scholarship should be evaluated on the personnel achievements gained from their exchange programs.
- VJU should enhance accessibility to online management documents and optimize administrative processes are critical to reducing the workload for administrative staff and faculty.

Appendix A: The Performance Indicators

	Standard 1: Mission, Goals & Strategy
1	The goals of the university, as well as those of each school and department, are clear and specific. Moreover, the goals of each school and department align with the overall goals of the university.
2	The university formulates strategies based on its mission and goals and effectively implements them.
3	The university establishes development goals and formulates mid- and long-term plans based on an analysis of its objectives, internal conditions, and external environment.
4	The university's goals are clear, and its development plans are specific, effective, and actionable.
5	The university formulates and implements an internationalization strategy that aligns with its unique conditions.
6	The university communicates its regulations and institutional information to academic and administrative staff, as well as students, and shares them with the broader society.
	Standard 2: Internal Quality Assurance
1	The university establishes policies and procedures for internal quality assurance.
2	The university develops and implements an internal quality assurance system to ensure academic excellence and institutional effectiveness.
3	The university reviews and enhances the effectiveness of its internal quality assurance system on an ongoing basis.
4	The university communicates internal quality assurance information to academic and administrative staff, as well as students, and appropriately shares it with society.
	Standard 3: Teaching & Learning
1	The university discloses information related to "teaching and learning," including its admission policy, curriculum design, and implementation policy.
2	The logical framework and coherence of curriculum planning for each degree program.
3	The rationale and effectiveness of faculty organization policies and actual staffing in each school and department.

4	The academic staff employs appropriate teaching and assessment methods for their classes.
5	Measurement and evaluation of student learning outcomes to ensure academic effectiveness.
6	The development and implementation of support systems aimed at enhancing student learning outcomes.
7	The availability and adequacy of resources, including software, hardware, campuses, buildings, spaces, and equipment, to support academic staff in teaching and research activities, as well as to meet student learning needs.

Standard 4: Faculty

1	Faculty Development (FD) programs designed to enhance academic staff's professional knowledge and teaching effectiveness.
2	The appropriateness of regulations governing academic staff appointment, promotion, evaluation, and related policies.
3	Academic staff research and the outcomes of industry-academia collaboration.
4	Integration of faculty research and educational achievements from industry-academia collaboration into teaching and learning.

Standard 5: Social Connection

1	Community engagement, social services, and their implementation.
2	The university's contributions to society.

Standard 6: Governance

1	Sustainability strategy and its implementation.
2	Administrative structures, academic organizations, and various committees are established and operated in alignment with the university's operational and developmental needs.
3	The implementation of professional development activities for administrative staff to enhance operational efficiency.

Appendix B: Review Team

Reviewer	Organization	Title
Dr. Kenji Yokoyama *	NUCB Business School	Dean
Dr. Yusuke Horii	Institute for Transdisciplinary Graduate Degree Programs, Osaka University	Professor
Dr. An-Chi Liu	Feng Chia University	Professor
Dr. Parames Chutima	Chulalongkorn University	Professor
Dr. Nguyen Huy Phuc	Industrial University of Ho Chi Minh City	Head of Testing and Quality Assurance Office

*Chief of the Review Team