

## Theme 1

### Institutional Development

**“What are the implications of these external developments on an institutional level?”**

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# New Development Strategies

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## Outcomes-driven strategies: Talent graduate - High quality research outputs and Innovative Technology

- Vision of new model of university: globalized institution (constraint-free) with national priorities
  - be more borderless
  - build capacities for all stakeholders
- Mission: Empowerment of learners, institution capacities, connecting stakeholders
- Positioning
  - vocational
  - applied sciences
  - research

# New Governance and New Leadership

## Building the Agile & Resilient University

### Empowered Autonomy – Structural Transformation – Financial & Data driven Governance

The core objective of university reform is to cultivate an Agile & Resilient University. This strategic imperative aims to meet evolving policy expectations and navigate a dynamic international landscape.

Our comprehensive reform strategy is anchored by two fundamental pillars: enhanced Governance and transformative Leadership.

The Governance pillar focuses on Structural Adaptation, emphasizing critical areas to enhance institutional effectiveness and responsiveness.

#### Empowering Autonomy

- Strengthening University Councils with substantive authority and refined structures.
- Implementing **Decentralization** by granting autonomy to Faculties/Institutes. This delegation aims to boost transparency, flexibility, and decision-making efficiency.

#### Organizational Structure Transformation

- Adopting a **Lean & Flat Structure** to streamline operations, reduce management layers, and achieve higher efficiency.
- Cultivating a **Service-Oriented Culture** by transforming support departments into service-delivery units.
- Reforming governance with an **Enterprise-Based Model**, applying robust corporate management principles.

#### Financial & Data-Driven Governance

- Implementing **Data-Based Governance** to leverage data for strategic decision-making.
- Adopting **Strategic Financial Principles**, including **Performance-Based Funding**.
- Establishing a robust **Risk Management** system to ensure organizational **Resilience**.

# New Governance and New Leadership

## Strategic vision – Global mindset – Multiculture intelligence – Self-adaptive Leadership

Leadership is being redefined as a strategic role, focusing on shaping vision and navigating complex change. Leaders must develop new competencies and skills.

### Strategic & Innovation Competencies

- **Strategic Thinking:** The ability to articulate a compelling new vision for the university.
- **Change Management:** Guiding the reform process effectively.
- **Entrepreneurship:** Diversifying revenue streams and fostering innovation.
- **Financial Acumen:** Efficiently managing diverse financial resources.

### Self-Leadership Ability

- **Authenticity:** Ensuring leadership grounded in values and academic integrity.
- **Continuous Learning:** Adapting to the evolving global educational landscape.

### Connection & Cultural Skills

- **Communication & Negotiation:** Building strong relationships with stakeholders (Triple Helix).
- **Emotional Intelligence (EI):** A core skill for building trust and transparency.
- **Talent Nurturing:** Attracting, developing, and retaining talent to combat brain drain.

### Globally Minded Leadership

- Reform demands **Professionalized Leadership** to develop globally minded leaders, capable of understanding and interacting effectively across diverse cultural and national environments.
- These requirements reflect the need for intercultural competence, driven by an **Internationalization** strategy that includes increasing international faculty and students, adopting English as a second campus language, and building internationally recognized curricula.

# New Talents and Available resources

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## Attract talent students and nurture to be talent graduates

Nowadays new skills and competencies required (social skills, personal skills [resilience, communication, team work, time management, empathy, conflict management,...])



**Thank you!**