Administrative Management Innovation In Higher Education Institutions In The Current Context In Vietnam

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Abstract: *This paper highlights the need for innovation in the administrative management of higher education institutions in Vietnam, focusing on global trends and the current practices in Vietnamese universities. It outlines the challenges of centralized governance, the lack of technological integration, and the resistance to change. The paper also examines how digital transformation, decentralization, and student-centered approaches can address these challenges. It proposes practical strategies for fostering innovation, such as the adoption of digital systems, decentralization of decision-making, and capacity building for administrative staff. By modernizing administrative management, Vietnamese universities can improve efficiency, foster a better student experience, and enhance their competitiveness in the global market.*
Keywords: *Administrative innovation, Higher education management, Digital transformation, Decentralization, Student-centered administration.*

1. INTRODUCTION

In the contemporary landscape of higher education, administrative management plays a crucial role in shaping the effectiveness and responsiveness of institutions. As higher education institutions in Vietnam face an increasing demand for efficiency, transparency, and adaptability, the need for innovation in administrative management has become more pressing. The traditional administrative systems, characterized by hierarchical structures and bureaucratic processes, often hinder the rapid decision-making required to meet the evolving needs of students, faculty, and stakeholders (Alenezi, 2023).Globally, the administrative management of higher education institutions is undergoing significant transformations. These changes are driven by technological advancements, shifting societal expectations, and the increasing importance of data-driven decision-making. Educational institutions worldwide are adopting digital tools and decentralized governance models to foster a more responsive and agile administrative structure (Vial, 2021). For Vietnam, which is undergoing rapid economic development and facing global competition in higher education, embracing administrative innovation has become essential to maintain institutional relevance and enhance student satisfaction.The Vietnamese higher education system, while growing and evolving, faces several challenges in its administrative practices. The existing centralized and often rigid administrative structures are not fully equipped to meet the demands of modern education. This is compounded by a lack of technological integration and insufficient training of administrative staff in contemporary management techniques (Benavides et al., 2020). Given the global trend towards digitalization and the changing educational needs in Vietnam, this paper aims to explore the current state of administrative management in Vietnamese higher education institutions, highlight the necessity for innovation, and propose strategies for modernization. Through these changes, Vietnamese universities can improve efficiency, decision-making, and ultimately, the overall student experience (Bond et al., 2018).

As Vietnam's higher education sector strives to align with global trends, this paper will address the need for administrative management innovation, focusing on the opportunities and challenges unique to the Vietnamese context. By reviewing both global practices and local challenges, the goal is to propose practical strategies for fostering innovation and improving administrative systems in Vietnamese higher education institutions.

2. Theoretical Background

2.1. Definition of Administrative Management in Higher Education

Administrative management in higher education refers to the processes, structures, and practices that facilitate the functioning of educational institutions. It encompasses a wide range of activities, including governance, leadership, decision-making, resource allocation, and the implementation of policies that ensure the smooth operation of the institution. Administrative management is responsible for shaping the academic and non-academic experiences of students, as well as ensuring that the institution operates efficiently and effectively. Key components include strategic planning, human resource management, student services, budgeting, and compliance with regulatory standards (Alenezi, 2021). In higher education, administrative management also involves coordination between faculty, staff, students, and external stakeholders, such as government agencies and industry partners.A critical aspect of administrative management is its ability to adapt to changing demands. This includes managing the institution's response to technological advancements, evolving student expectations, and shifting policy requirements. Efficient administrative management helps institutions achieve their strategic objectives, maintain high standards of education, and create an environment that supports both academic and personal development for students (Balakin, 2020).

2.2. Global Trends in Educational Administration

Globally, educational administration has evolved significantly in response to technological advancements, globalization, and the increasing demands for institutional accountability. One of the most notable global trends is the digital transformation of administrative processes, which has revolutionized the way universities manage operations, communicate with students, and make data-driven decisions. The integration of digital tools and platforms has led to greater efficiency in tasks such as student registration, course management, and financial planning (Vial, 2021). This shift towards digitalization also allows for better data analytics, enabling universities to make informed decisions regarding student outcomes, financial management, and institutional policies (Tay & Low, 2017).In addition to digital transformation, there is a growing trend towards decentralization in educational administration. Many institutions are granting more autonomy to individual faculties or departments to make decisions, allowing for greater flexibility and responsiveness to local needs. This decentralization aims to reduce bureaucratic inefficiencies and create a more agile governance structure (Bond et al., 2018). Furthermore, there is an increased focus on student-centered administration, with institutions placing a higher emphasis on improving the student experience through tailored services, personalized learning paths, and greater student engagement in the decision-making processes (Gama, 2018). These global trends are shaping the future of educational administration and offer valuable lessons for higher education institutions in Vietnam.

2.3. Previous Studies on Administrative Innovation

The concept of administrative innovation in higher education has been the subject of numerous studies in recent years, particularly as universities strive to modernize their operations and improve efficiency. Research has focused on various aspects of administrative innovation, from digital transformation to leadership models and the use of new technologies to streamline administrative tasks.One key study by Benavides et al. (2020) highlighted the role of digital transformation in higher education administration, examining how the adoption of digital tools has enhanced the efficiency of administrative processes, such as admissions, grading, and financial management. The study found that digital platforms have not only reduced operational costs but have also increased access to educational resources for both students and staff. Similarly, Alenezi (2023) explored the use of e-learning platforms and administrative software in universities, emphasizing their role in improving communication, collaboration, and data management.Another significant area of research has been the decentralization of administrative power. Several studies, including that of Bond et al. (2018), have shown that decentralizing decision-making to individual units within universities can lead to greater autonomy, faster response times, and a more dynamic organizational structure. This approach contrasts with the traditionally centralized governance models that many higher education institutions still use, which can create bottlenecks and slow down decision-making.

In the Vietnamese context, administrative innovation is still in its early stages, with many universities facing significant challenges related to outdated practices and a lack of technological integration. However, as global trends influence local practices, there is increasing recognition of the need for change. Studies conducted in the region have identified several barriers to innovation, including resistance to change, insufficient training of administrative staff, and limited financial resources. Despite these challenges, there are promising examples of universities in Vietnam that have started to implement innovative management practices, with a focus on technology adoption and improving operational efficiency.Through the review of previous studies, it becomes evident that while administrative innovation in higher education is essential for modernization, its implementation requires careful planning, training, and resource allocation. The global shift towards digitalization, decentralization, and student-centered approaches offers a clear direction for future developments in Vietnam's higher education administrative landscape.

3. Current Administrative Management Practices in Vietnam

Overview of the Existing System

In Vietnam, the administrative management of higher education institutions follows a structured and hierarchical model that emphasizes centralized governance. The Ministry of Education and Training (MOET) is the primary authority responsible for setting policies, regulations, and standards that guide universities and other educational institutions. As such, the administrative functions in universities are often directed from a central point, with decisions cascading down through various levels of authority. This model ensures consistency across the country in terms of academic standards and administrative processes but often leads to inefficiencies due to the slow pace of decision-making and the complex approval procedures that must be navigated for most operational changes. Administrative units in these institutions are typically divided by function such as student services, financial operations, academic affairs, and human resources and work in a parallel structure to ensure that the university functions smoothly.

However, despite its structure, the system often encounters challenges in responding swiftly to changes in the educational landscape or emerging technological advancements. For instance, while the MOET sets the broad framework for educational policies, the lack of flexibility in the system may hinder universities' ability to adapt quickly to evolving student needs, technological integration, and other external factors. Moreover, the reliance on outdated administrative processes, coupled with an insufficient emphasis on digital tools, often results in bottlenecks in workflows, from student admissions to financial management.

Challenges Facing the Current System

The centralized administrative system, while offering consistency, also brings several challenges to the functioning of higher education institutions in Vietnam. One of the primary issues is bureaucratic inefficiency. With many layers of approval and oversight required for decision-making, changes in policy or operations often take a considerable amount of time to implement. For example, a university seeking to adopt new teaching technologies may face long delays as it waits for approval from multiple governmental bodies or from the university's central administration. This slows down the pace at which universities can innovate and remain competitive, especially in comparison with institutions in other countries that have adopted more decentralized management models.Another significant challenge is the limited integration of technology into administrative processes. Many universities still rely on traditional, manual methods to manage student records, course scheduling, and faculty coordination. While some universities have begun integrating software for administrative tasks, there remains a gap in adopting comprehensive digital solutions that can streamline operations across departments. This lack of technological infrastructure often results in inefficiencies, such as data duplication, communication breakdowns, and delays in service delivery. In a rapidly digitalizing world, the failure to fully leverage technology limits the potential for administrative modernization and impacts the quality of student services and institutional management.Moreover, universities in Vietnam also struggle with resource constraints, including limited funding for administrative upgrades. The government allocates a fixed budget to universities, and the inability to secure additional funding means that many institutions are unable to invest in the modern technologies or professional development programs that are necessary to improve

administrative efficiency. This financial limitation often results in a reliance on outdated systems, poor infrastructure, and insufficient training for administrative staff.Finally, resistance to change is a significant barrier to innovation in higher education administration. Many administrative staff members, particularly those who have been in the system for years, are accustomed to traditional methods and may be hesitant to adopt new technologies or management practices. The fear of the unknown, combined with a lack of training in newer tools and techniques, can create a culture of inertia that stifles progress. This resistance to change can slow the implementation of modern administrative practices, further exacerbating the challenges faced by universities in Vietnam.

Case Study: FPT University

One institution that has made significant strides in overcoming these challenges is FPT University, a private institution known for its innovative approach to administrative management. Founded in 2006 and part of the FPT Group, FPT University has embraced a more modern, flexible administrative structure that contrasts with the rigid systems found in many public universities in Vietnam. The university has adopted ISO 21001:2018 certification, a quality management system tailored for educational organizations, which has contributed to improving administrative efficiency and educational quality assurance.FPT University has also embraced digital transformation as a key element of its administrative innovation strategy. The university has implemented digital platforms for various administrative tasks, including student information systems and e-learning tools. These technologies enable the university to manage student data more effectively, facilitate better communication between students and staff, and offer remote learning options, particularly important in the context of the COVID-19 pandemic. These digital tools not only streamline day-to-day operations but also enhance data-driven decision-making, allowing FPT University to better track student performance, financial management, and operational efficiency.In addition to digital transformation, FPT University has adopted a decentralized decision-making model. By granting more autonomy to faculty and departmental heads, the university allows decisions to be made more quickly and with greater flexibility. This shift to a more decentralized structure reduces the bureaucratic delays commonly associated with centralized systems and enables the institution to be more responsive to the changing needs of students and faculty. For example, departments can more easily introduce new academic programs or adjust course offerings based on student demand without having to wait for approval from the central administration.FPT University has also made a concerted effort to place students at the center of its administrative processes. The university offers personalized student services, such as academic advising and career counseling, to ensure that students receive the support they need throughout their educational journey. By focusing on the student experience, FPT University aims to improve satisfaction and retention rates, creating an environment where students feel valued and supported. The shift toward a student-centered administration reflects a broader global trend in higher education, where institutions are increasingly focusing on the holistic development of their students.

Case Study: National Academy of Education Management (NAEM)

The National Academy of Education Management (NAEM) is a key institution in Vietnam responsible for training and developing education administrators, including school principals, higher education leaders, and other education management professionals. It plays a vital role in enhancing the quality of educational administration by improving the competencies of education leaders and fostering innovation in administrative practices within the higher education sector in Vietnam.In recent years, Vietnam's education system has faced significant challenges, with many institutions continuing to rely on traditional, centralized administrative structures that often limit flexibility and hinder efficiency. The National Academy of Education Management (NAEM) encountered similar issues, including bureaucratic inefficiencies, lack of technological integration, and limited financial resources, which all contributed to delays in decision-making and the inability to implement necessary changes quickly. Despite these challenges, NAEM recognized the need to innovate its administrative management processes to improve overall efficiency and meet the evolving demands of the educational landscape.

To address these challenges, NAEM embraced several key strategies for administrative innovation. First, the Academy adopted digital transformation, implementing cloud-based systems and e-learning platforms to

streamline administrative tasks such as student information management, course registration, and resource allocation. These digital tools not only improved communication and coordination across departments but also supported remote learning, which became particularly important during the COVID-19 pandemic. NAEM also made efforts to decentralize decision-making, allowing departments and faculties more autonomy to make decisions without waiting for approval from the central administration. This shift led to faster decision-making and greater flexibility in responding to the needs of students and faculty. Additionally, the Academy invested in capacity building and professional development for its administrative staff, providing them with the necessary training to effectively manage the new digital systems and adapt to changing educational demands. Lastly, NAEM focused on a student-centered approach to administration, improving student services such as academic advising and career counseling, and regularly collecting feedback from students to ensure that their needs were being met.To evaluate the impact of these innovations, NAEM conducted a survey involving 150 participants, including administrative managers, lecturers, administrative staff, and students. The findings revealed key insights into the effectiveness of the administrative changes. Among the 30 administrative managers interviewed, 80% reported that the digital transformation significantly improved operational efficiency by reducing paperwork and improving communication. Furthermore, 60% noted that decentralization allowed them to make quicker decisions, enhancing responsiveness to the changing needs of their departments. Among the 30 lecturers, 75% expressed that the new digital tools enhanced their ability to manage student data and track academic progress, although 40% indicated challenges in adapting to the new systems, citing the need for more training. 40 administrative staff members also provided feedback, with 70% stating that the digital platforms and automation reduced their workload, allowing them to focus on more complex tasks. However, 50% expressed concerns about their readiness to use the new systems to their full potential and suggested the need for ongoing training. Finally, 50 students participated in the survey, and 85% reported that the new administrative systems made it easier for them to access information, register for courses, and communicate with staff, though 15% encountered occasional technical issues that affected their experience.

The innovation efforts at NAEM resulted in several positive outcomes, as reflected in the survey results. The adoption of digital tools and decentralization helped increase operational efficiency, reduce bureaucratic delays, and improve decision-making processes. Students reported higher satisfaction due to more personalized services and improved communication, while the use of data-driven decision-making allowed administrators to make more informed choices about resource allocation and program development. Additionally, NAEM's focus on student-centered services enhanced its competitiveness, positioning the Academy as a more modern and flexible institution in the higher education sector.However, the process of innovation was not without its challenges. Resistance to change was one of the primary obstacles, with 30% of administrative staff expressing reluctance to adopt the new systems, particularly among those accustomed to traditional methods. Limited financial resources also posed a challenge, as 20% of the participants indicated that the lack of funding constrained the Academy's ability to implement further technological upgrades. Furthermore, 40% of lecturers and administrative staff highlighted the need for continued training and support to ensure they could fully utilize the new digital tools.

Case Study: Hanoi Metropolitan University, Hanoi City, Vietnam

Hanoi Metropolitan University, a leading higher education institution in Hanoi, Vietnam, is responsible for providing high-quality academic programs and fostering administrative management innovation within the education sector. The university faced increasing pressure to modernize its administrative systems to improve efficiency, student satisfaction, and competitiveness in the global education market. This case study explores the challenges the university faced in its administrative management and the strategies implemented to innovate its administrative processes.The primary challenges at Hanoi Metropolitan University included bureaucratic inefficiencies, outdated administrative practices, and a lack of technological integration. The university's traditional hierarchical decision-making model led to slow responses to the evolving needs of students and faculty. Additionally, many administrative tasks were carried out manually, which resulted in inefficiencies and errors. Financial constraints also restricted the university's ability to invest in new

technologies that could modernize administrative functions.In response to these challenges, Hanoi Metropolitan University implemented a series of administrative innovations. The university embraced digital transformation, incorporating cloud-based systems and e-learning platforms for administrative tasks such as student information management, course registration, and internal communication. These digital tools streamlined processes, improved coordination across departments, and facilitated remote learning. Furthermore, the university adopted a decentralized decision-making model, granting more autonomy to departments and faculties, which allowed for faster and more responsive decisions. The university also prioritized capacity building and professional development for administrative staff, providing training on the new digital systems to enhance their efficiency and effectiveness. Additionally, a student-centered approach was implemented, with improved services such as academic advising, career counseling, and feedback collection, ensuring that administrative decisions aligned with student needs.To evaluate the impact of these innovations, a survey was conducted with 150 participants, including 30 administrative managers, 30 lecturers, 40 administrative staff members, and 50 students. The survey results provided key insights into the effectiveness of these changes.Among the 30 administrative managers surveyed, 24 (80%) reported that the digital transformation significantly improved operational efficiency, particularly by reducing paperwork and enhancing internal communication. Moreover, 18 (60%) of the managers observed that decentralization empowered departments to make quicker decisions, which helped address issues more promptly and effectively.For the 30 lecturers who participated in the survey, 24 (80%) agreed that the new digital systems made it easier to manage student data, track academic progress, and communicate with administrative staff. However, 9 (30%) lecturers expressed the need for more comprehensive training to fully adapt to the new systems and integrate them into their teaching methods.

In the case of 40 administrative staff members, 28 (70%) stated that the adoption of cloud-based platforms and automation significantly reduced their administrative workload, allowing them to focus on more strategic tasks. However, 20 (50%) administrative staff members indicated that they still needed further training to effectively use the advanced features of the new technologies.Among the 50 students surveyed, 45 (90%) reported that the new administrative systems made it easier to register for courses, access academic information, and communicate with staff. Despite these positive responses, 5 (10%) students pointed out occasional technical issues such as system slowdowns, which slightly affected their overall experience.

The results of these innovations were generally positive. The digital transformation enhanced the university's efficiency by reducing delays and improving communication. The shift to a decentralized model of decision-making allowed for faster responses to students' and faculty's needs, while the focus on student-centered services led to higher satisfaction among students. The overall impact was a more efficient, responsive, and flexible administrative system.However, there were also challenges. 6 (20%) of administrative staff and 8 (25%) of lecturers expressed resistance to change, particularly among those who had worked within the traditional system for years. 30% of the participants pointed out that financial constraints continued to limit the university's ability to fully invest in all desired technological upgrades. Additionally, while the majority of students and staff appreciated the improvements, the 5 (10%) students who experienced technical issues highlighted the need for ongoing improvements in the university's IT infrastructure.
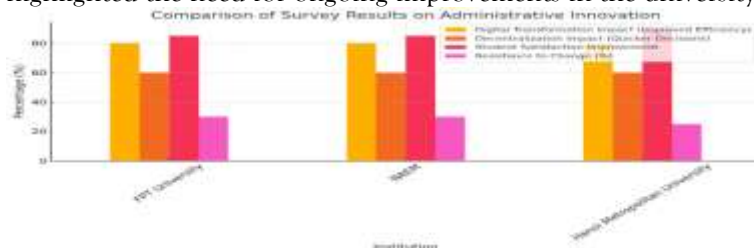

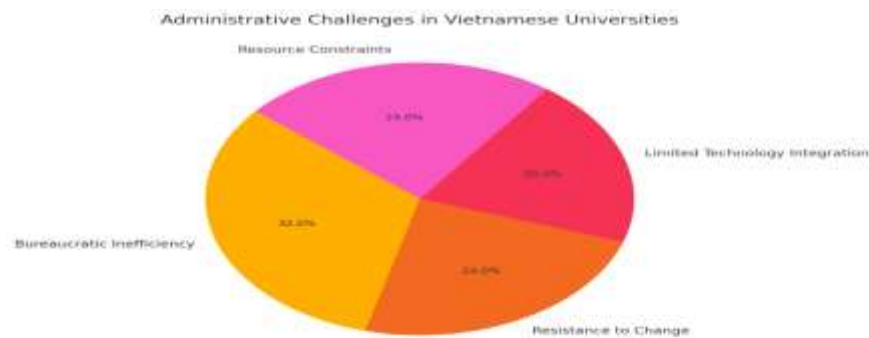**Chart 1. Impact of Digital Transformation on University Operations**

Chart 2. Administrative Challenges in Vietnamese Universities

Chart 3. Impact of Digital Transformation on University Operations

4. Need for Innovation in Administrative Management

The need for innovation in administrative management within higher education institutions has become more pressing due to various internal and external factors. As universities face increasing demands to operate more efficiently and effectively, it is essential to embrace innovative solutions that address current administrative challenges.

Rationale for Change

One of the most significant drivers of change is the rapid advancement of technology. Digital tools and platforms can streamline administrative processes, reduce manual work, and improve communication within universities. With global trends pushing higher education institutions to embrace digital transformation, universities in Vietnam must adapt to stay competitive. The widespread use of e-learning platforms, automated student management systems, and cloud-based solutions can enhance the overall efficiency of administrative functions, ensuring that universities can keep up with evolving demands.Another key factor driving innovation is the changing expectations of students. Today's students are accustomed to digital environments and expect seamless access to academic resources, registration systems, and administrative services. As these students become more tech-savvy, they expect more flexibility and personalization in their educational experiences. Traditional administrative systems, often manual and paper-based, cannot meet these rising demands. Universities need to integrate more efficient and user-friendly systems to improve the student experience and ensure satisfaction.Moreover, economic pressures and the need for institutional sustainability also underscore the importance of innovation. Universities are facing budget constraints and increasing competition both locally and internationally. By adopting more efficient administrative practices, such as digital tools and decentralized decision-making, universities can reduce costs, improve resource management, and allocate funds more effectively. This shift is crucial for ensuring long-term viability and maintaining high academic standards.Finally, globalization has made it essential for universities to remain competitive on a global scale. The ability to attract international students and collaborate with international institutions depends on offering modern, efficient administrative processes that are globally recognized.

Administrative innovation helps universities present themselves as dynamic, forward-thinking institutions, attracting students and faculty from around the world.

Benefits of Administrative Innovation

The adoption of innovative administrative practices brings several key benefits. First and foremost, efficiency is greatly enhanced when digital tools replace traditional paper-based systems. Automation of routine tasks, such as student registration, grading, and scheduling, frees up time for administrative staff to focus on higher-level decision-making and problem-solving. This leads to faster response times, reduced errors, and improved operational flow.Another important benefit is improved decision-making. With digital systems in place, universities can gather and analyze data more effectively. This allows administrators to make data-driven decisions on a variety of aspects, such as resource allocation, student performance, and financial management. The ability to track real-time data ensures that decisions are based on the most current and accurate information available.In addition, student satisfaction can be greatly enhanced through innovative administrative practices. By adopting user-friendly digital systems, universities provide students with easy access to academic information, services, and support. Students can manage their schedules, track grades, and communicate with faculty members more efficiently. This improved access leads to a better overall experience and increases retention and graduation rates.Moreover, resource management can be optimized. Digital tools help universities manage their resources, such as space allocation, faculty scheduling, and budget distribution, more effectively. By using data to inform decisions, universities can ensure that resources are used efficiently, reducing waste and maximizing the impact of every investment.Finally, administrative innovation increases a university's competitiveness. In a global education market, universities that embrace modern administrative practices can differentiate themselves from their competitors. This can attract prospective students, improve the university's reputation, and enhance its ability to collaborate with international partners.

Potential Barriers to Innovation

Despite the clear benefits, there are several challenges to implementing administrative innovation. Resistance to change is one of the most significant barriers. Many administrative staff and faculty are accustomed to traditional methods and may be hesitant to adopt new technologies or management practices. Overcoming this resistance requires strong leadership, clear communication, and comprehensive training programs that help staff understand the benefits of innovation.Resource constraints also pose a challenge. Many universities, particularly public institutions, face budgetary limitations that make it difficult to invest in new technologies or professional development programs. Without sufficient funding, universities may struggle to implement the digital tools or staff training necessary for successful innovation.

Additionally, the lack of expertise in managing and implementing modern technologies can hinder the adoption of innovative administrative practices. Universities may need to invest in hiring or training staff with the necessary technical skills to implement and maintain digital platforms, which can be a time-consuming and costly process.Finally, concerns about data security and privacy are significant when adopting digital systems. Protecting sensitive student and faculty information from cyber threats is crucial. Universities must invest in robust cybersecurity measures to ensure that their digital platforms are secure and comply with privacy regulations.

5. Proposed Strategies for Administrative Innovation

To overcome these barriers and seize the opportunities presented by innovation, universities in Vietnam must adopt strategic approaches to modernize their administrative practices. These strategies should focus on technology adoption, decentralization, and professional development to create a more efficient, flexible, and student-centered administrative environment.

Digital Transformation in Administrative Processes

The first step toward innovation is embracing digital transformation in key administrative functions. Universities should implement comprehensive student information systems (SIS) that manage records, grades, and course schedules. These systems provide real-time access to academic and personal data, improving communication between students, faculty, and administrators. Additionally, implementing cloud-based platforms for collaboration allows staff to work more efficiently and access information from anywhere,

enhancing flexibility.Institutions should also adopt automated systems for administrative tasks, such as scheduling and budgeting. Automation reduces the workload on administrative staff, allowing them to focus on more complex tasks and improving overall efficiency. Furthermore, adopting e-learning platforms enables universities to offer flexible learning options, meeting the growing demand for online education and supporting students who need alternative learning formats.

Decentralization and Autonomy

Another strategy is to decentralize decision-making within the institution. By granting greater autonomy to individual departments or faculties, universities can reduce bureaucratic delays and foster a more dynamic and responsive administration. This approach allows departments to make decisions based on their specific needs and circumstances, leading to faster and more efficient outcomes. For example, academic departments could be empowered to introduce new courses or modify existing programs without waiting for approval from central administration.Decentralization also enhances innovation by encouraging departments to experiment with new teaching methods, technologies, and student engagement strategies. Empowering faculty and staff to take ownership of their administrative functions creates a more collaborative and proactive institutional culture.

Capacity Building and Professional Development

Investing in the professional development of administrative staff is essential for the successful implementation of innovative practices. Universities should offer training programs on new technologies, project management, and leadership skills to ensure that staff are equipped to manage change effectively. Providing continuous learning opportunities for administrative staff will help them adapt to new systems and improve their overall performance.In addition to technical training, universities should also focus on fostering a culture of innovation within their administrative teams. Encouraging staff to think creatively and embrace change will help drive continuous improvement and ensure that innovation becomes a central part of the institution's culture.

Student-Centered Administration

Finally, universities should adopt a student-centered approach to administration. This involves putting students at the heart of all administrative decisions, ensuring that services are designed with their needs in mind. For example, universities can implement personalized academic advising and career counseling, helping students plan their academic paths and future careers.

Moreover, universities should regularly gather feedback from students through surveys and focus groups to identify areas for improvement. Listening to students' concerns and suggestions will help universities make informed decisions about administrative changes and ensure that the student experience remains a priority.

Table 1: Proposed Strategies for Administrative Innovation

Strategy	Description
Digital Transformation in Administrative Processes	Implement comprehensive Student Information Systems (SIS) for real-time data access, adopt cloud-based platforms for collaboration, and automate administrative tasks to improve efficiency and flexibility.
Decentralization and Autonomy	Decentralize decision-making by granting autonomy to departments and faculties, allowing for quicker responses, and fostering innovation and proactive culture.
Capacity Building and Professional Development	Invest in professional development through training on new technologies, project management, and leadership skills, creating a culture of innovation within administrative teams.
Student-Centered Administration	Adopt a student-centered approach by focusing on student needs, offering personalized academic advising, career counseling, and regularly gathering feedback for continuous improvement.

By implementing these strategies, universities in Vietnam can modernize their administrative systems, improve efficiency, and provide better services to students, ultimately enhancing their competitive position in the global higher education landscape.

6. CONCLUSION

Administrative innovation is vital for the modernization of higher education institutions in Vietnam, particularly as global trends towards digital transformation, decentralization, and student-centered approaches increasingly shape the landscape of educational management. The existing hierarchical and centralized administrative systems in Vietnam often hinder efficiency and responsiveness to the changing needs of students, faculty, and society. However, with the adoption of digital tools, decentralization of decision-making, and a focus on student-centric practices, Vietnamese universities can improve their administrative processes, making them more agile, efficient, and better equipped to meet contemporary demands. By embracing innovation, universities can enhance student satisfaction, improve operational efficiency, and maintain their competitiveness in the global higher education arena.

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