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Inclusive Development of the Intellectual Workforce: Building Scientific, Technological, and Innovative Momentum for Vietnam in the New Era

Cao Minh Cong [1], Dang Thi Phuong [2*], Nguyen Thi Thuy Nga [3]

[1] *Ph.D, Dean, Faculty of Political Theory, Vietnam Procuratorate University (VPU),* VIETNAM; *Email: caominhcong77@gmail.com; ORCID: 0009-0000-3899-3894*
[2] *Ph.D, Deputy Director in Charge, Institute of Linguistics, Vietnam Academy of Social Sciences,* VIETNAM*; ORCID: 0009-0008-9168-1281*
[3] *M.A.Vice Dean, Faculty of Political Theory, Vietnam Procuratorate University (VPU)*, VIETNAM; *Email: ngathuynguyen1987@gmail.com; ORCID: 0009-0001-3770-7769*

*__Corresponding Author:__ phuongtdbk36@gmail.com

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ABSTRACT

In the new era—the era of the Vietnamese nation's rise, with the aspiration to become a developed and high-income country by 2045—the building of an intellectual contingent that is not only elite but also inclusive has become an essential and urgent requirement. The viewpoint of inclusive development of Vietnam's intellectual workforce emerges in the context of globalization and the vigorous progress of the Fourth Industrial Revolution. Developing the intellectual workforce in a comprehensive and inclusive manner, leaving no individual or group behind, is not only a necessity and driving force for development but also a strategic cornerstone to create strong momentum for the advancement of national science and technology, innovation, and digital transformation. This paper seeks to clarify the various aspects of inclusive development, analyze the requirements and demands placed upon the intellectual contingent, and propose a number of synchronized solutions for the inclusive development of the intellectual workforce in the new context—one that is capable of leading Vietnam into a new era.

Keywords: Inclusive Development, Intellectual Workforce, Science and Technology; Innovation, Inclusive Development of the Intellectual Workforce, Intellectuals in The New Era.

INTRODUCTION

The Requirements of Science, Technology, and Innovation in the new era in Vietnam Place Intellectuals in a New Position within the Development Process

The new era -*"The New Era of Development – The Era of the Vietnamese Nation's Rise"* (Vietnam News Agency, 2024) - implies a powerful, determined, and resolute movement characterized by positivity, effort, internal strength, and self-confidence to overcome challenges, transcend limitations, realize aspirations, pursue goals, and achieve great accomplishments. On the one hand, the new era - the era of the Vietnamese nation's rise - is an era of development and prosperity under the leadership and governance of the Communist Party of Vietnam, aiming to successfully build a socialist country of prosperity and strength, where the people enjoy wealth, the nation is powerful, and society is democratic, just, and civilized - standing shoulder to shoulder with the great powers of the five continents. On the other hand, although peace, cooperation, connectivity, and development remain the prevailing global trends, the strategic competition among major powers has become increasingly complicated and intense. As Nguyễn Bích Lâm (2025) noted, Vietnam is facing "a global economic and political context characterized by numerous instabilities, unpredictability, geopolitical tensions, and military conflicts."

Nevertheless, the ultimate destination of this era of national rise for Vietnam must be a prosperous people, a strong country, and a socialist society that stands alongside the world's major powers - awakening the national pride, spirit of autonomy, self-reliance, resilience, and self-confidence, and igniting the aspiration for national development. This must be accompanied by a close combination of national strength and the strength of the times, "inspiring and enhancing the sense of responsibility among scientists to continue devoting themselves and contributing directly to the country's development" (Hoàng Giang, 2025).

However, the era of the nation's rise also poses new requirements for the activities of science, technology, and innovation, demanding that the intellectual workforce redefine its position amid the transformations of the times, renew itself to suit the new era, and develop the capacity to adapt and to take the lead in the emerging context. A multitude of questions are being raised for intellectuals in light of these requirements: In the new era, what will be the new position of Vietnam's intellectual workforce? What capabilities, qualities, and institutional guarantees are necessary for intellectuals to truly become the driving force behind the development of science, technology, and innovation? How can the national spirit, autonomy, self-reliance, and resilience within the intellectual community be awakened—associated with social responsibility and the aspiration to contribute? What policies should Vietnam adopt to promote the pioneering role of intellectuals in realizing the nation's rise?, etc. In the context of Vietnam's era of national rise, the requirements of science, technology, and innovation impose new demands upon intellectuals regarding competence, role, institutional mechanisms, and contributions, all aimed at realizing the aspiration for a prosperous and strong nation.

Amid these numerous questions, this paper focuses on *analyzing the inclusive development of the intellectual workforce as a driving force for science, technology, and innovation in Vietnam's new era.*

RESEARCH METHODOLOGY AND APPROACH

The research methodology employed in this paper is primarily the method of theoretical analysis and synthesis. It involves the study of documents and official papers to construct a theoretical framework that identifies the conceptual foundations of inclusive development, intellectual motivation, and the new era. The policy analysis method is also applied to evaluate programs and policies related to talent utilization, digital transformation, and innovation, with the aim of detecting institutional gaps and policy bottlenecks. In addition, comparative references to objective indicators assessing the role of intellectuals are considered.

The approach adopted in this study is closely associated with multiple academic perspectives, specifically multi-disciplinary and inter-disciplinary approaches:

The Systems–Structural Approach: This approach regards the intellectual workforce as a subsystem within the overall national system of science, technology, and innovation. It enables the analysis of interactions among institutions, policies, human resources, and scientific and technological capacities.

The Inclusive Development Approach: This perspective emphasizes equality of opportunity, expanded participation, diversification, and interconnection across regions, sectors, and generations within the intellectual community. It aims to identify inclusiveness both as a driving force and as a criterion of sustainable development.

The Capability and Social Value Approach to intellectuals: This combines the framework of innovation capability with civic, national, and humanistic values, positioning intellectuals as moral, creative, and socially responsible subjects.

The Public Policy and Knowledge Governance Approach: This involves analyzing policies, institutions, and management models of intellectuals within national and international systems of science and technology, in order to propose policy recommendations for the development and effective utilization of intellectuals.

Moreover, the paper is grounded in developmental and intercultural perspectives. It is not confined by class-based or national prejudices but rather oriented toward universal values of social progress, humanity, and inclusiveness.

The Concept of Inclusive Development of the Intellectual Workforce in the New Era

In the new context, science and technology, as well as innovation, have become decisive factors in determining the competitiveness and sustainable development of every nation, as previously discussed. In this process, the role of intellectuals is of paramount importance. Therefore, the question of how to achieve inclusive development of the intellectual workforce has become an urgent demand at present.

For Vietnam, enhancing the capacity for science and technology and innovation is not only an objective but also a vital pathway to overcoming the middle-income trap and achieving national prosperity. This represents the embodiment of the era of national rise:

"By 2030, on the occasion of the 100th anniversary of the founding of the Communist Party of Vietnam, the country will have become a developing nation with modern industry and upper-middle income. By 2045, on the occasion of the 100th anniversary of the founding of the Democratic Republic of Vietnam, now the Socialist

Republic of Vietnam, the country will have become a developed and high-income nation." (Communist Party of Vietnam [CPV], 2021, p. 377).

In response to these requirements, the perspective of inclusive development can be applied to the intellectual workforce. Inclusive development of the intellectual workforce aims to ensure two fundamental criteria. First, development must meet the needs of the present without compromising the ability to meet future needs in the development of the intellectual contingent. Second, no one should be left behind in the process of development. These are the principal criteria for building a sustainable and inclusive intellectual workforce.

Accordingly, the concept of inclusive development of the intellectual workforce can be understood as follows: Inclusive development of the intellectual workforce refers to the process in which all groups of intellectuals - regardless of gender, ethnicity, region, or professional field - have equal opportunities to access knowledge, learn, contribute, and benefit from the nation's development achievements.

The connotation of inclusive development is centered on human beings and directed toward rapid and sustainable social development, focusing on comprehensive human development. The essence of inclusive development - whether in the economic, political, social, or environmental spheres - originates from human beings and is oriented toward the goal of developing the whole person, *for the people, by the people, and because of the people.*

"In the context of a developing country like Vietnam, the distinctive and fundamental characteristic of inclusive development is that it must be achieved through rapid growth linked with sustainability, ensuring that the country and no individual are left behind." (Trần Thùy Linh, 2024).

Inclusive development is a concept directed toward all members of society, ensuring that no one is "left behind"; every citizen is entitled to participate in and benefit from the outcomes of the development process. As Nguyễn Thị Loan Anh (2019) emphasizes, "Inclusive development is the integration of economic, social, cultural, and environmental dimensions to ensure the sustainable development of social life and of all people."

Furthermore, intellectuals have a close relationship with the development of science and technology and innovation.

Their participation is diverse, interconnected across regions, sectors, and generations—manifesting inclusiveness as both a driving force and a criterion of sustainable development.

Moreover, the speed and continuity of change are unprecedented: technology evolves rapidly, and knowledge becomes obsolete faster than ever before. This reality demands that intellectuals possess the capacity for continuous learning, updating, and innovation.

The interdisciplinary and multidisciplinary nature of contemporary challenges also requires attention. Global issues such as climate change, pandemics, and food security, along with emerging technologies like artificial intelligence and big data, necessitate cross-disciplinary collaboration. This involves breaking traditional boundaries between scientific domains to create comprehensive and integrated solutions.

The capacity for application and commercialization is equally essential. Research in science and technology must not remain confined to laboratories; it must be swiftly transformed into products, services, and economic value. This calls for intellectuals to possess a market-oriented mindset and the ability to collaborate with enterprises to realize and commercialize innovations that generate added value.

Open innovation has emerged as a crucial model—encouraging collaboration among research institutes, universities, businesses, and communities. Intellectuals must be capable of working within open networks that foster knowledge sharing and co-creation.

Social responsibility and sustainable development are indispensable orientations. Science and technology and innovation should be directed toward addressing social and environmental issues, thereby contributing to the national and global goals of sustainable development.

The mastery of core technologies is another imperative. To avoid dependency, Vietnam must cultivate a contingent of intellectuals with sufficient competence to research and master foundational and source technologies.

These requirements not only demand that intellectuals possess profound professional expertise but also that they develop systemic thinking, cooperative capacity, innovative spirit, and high professional ethics.

In the context of the twenty-first century, the role and position of the intellectual workforce have become increasingly central. They constitute the core force directly responsible for generating new knowledge, developing new technologies, and driving innovative activities—thus fostering prosperity:

"In the twenty-first century, we have witnessed the transformation of society into a new form—a new revolution in productivity and in human needs—namely, the information and knowledge society. In this era, human skills and knowledge have become the principal assets of every organization and every nation." (John Vũ & Ngô Trung Việt, 2016, p. 11).

However, the development of the intellectual workforce is not merely about increasing numbers or enhancing the professional qualifications of an elite segment.

It is an approach aimed at fully liberating and optimizing the nation's intellectual potential, thereby creating a synergistic and sustainable strength to drive science, technology, and innovation. In this context, economic growth must go hand in hand with innovation-driven growth. Innovation is now recognized as the key driver of economic growth and an urgent requirement in the new era:

"(1) Innovation is a crucial factor in economic development and in enhancing the competitiveness of any nation. Many governments around the world have placed innovation at the core of their development strategies; (2) the definition of innovation has expanded beyond research and development and the publication of scientific works to encompass social, business model, and technological innovations; and (3) recognizing and commending innovative initiatives in emerging markets is considered essential to encourage individuals, particularly the next generation of entrepreneurs, in their endeavors." (Đỗ Thị Đông, 2018, p. 99).

This raises critical questions: What is the position of Vietnam's intellectual workforce in this developmental process? Where do science, technology, and innovation stand in relation to intellectuals? What is their leading and executive role? What are the tangible products of science, technology, and innovation that serve the people and the nation?

These questions reveal the essential task of intellectuals today—to create scientific, technological, and innovative momentum for Vietnam's development:

"Green transition, digital transformation, and inclusive transformation are the foundations for enhancing the efficiency of management, exploitation, utilization, and promotion of green human resources, green material resources, and green financial resources to achieve sustainable development. These transitions are essential to fulfilling Vietnam's commitment to net-zero emissions by 2050 as pledged at COP26. Sustainable and inclusive development has become the new rule of the game in trade and investment. It is a mandatory requirement to comply with commitments related to climate, environment, biodiversity, trade, and investment, and it serves as the condition for Vietnam to achieve deeper and broader integration into the global food, energy, financial, trade, investment, and supply chain systems." (Nguyễn Đình Thọ, 2024).

Given these demands and challenges in science, technology, and innovation, the inclusive development of the intellectual workforce - creating scientific, technological, and innovative motivation for Vietnam - has become an objective necessity in the new era, an era defined by intelligence and humanity: "The intelligent era must be an era of development for humanity, serving humanity, with humans at the center - as both subjects and beneficiaries of development." (Hà Văn, 2024).

This orientation also inherits Vietnam's long-standing tradition of valuing talents. Throughout history, Vietnamese ancestors deeply recognized the vital role of intellectuals - virtuous, talented individuals with profound knowledge and social contributions—as the decisive factor for the nation's survival and prosperity:

"Virtuous and talented people are the vital essence of a nation." (Thân Nhân Trung, 1484). In this spirit, it is essential to emphasize that:

"The introduction of policies to realize inclusive development during digital transformation and within the digital society, directed toward socio-economic development, is of paramount importance." (Diệu Thúy, 2023).

In the current era of national resurgence, with its mission of generating new knowledge, shaping, and leading modern life through the integration of management science, systems science, and information science, intellectuals "create and utilize knowledge as an essential element in economic, managerial, scientific, and social activities…" (Hồ Tú Bảo, 2023).

The Communist Party of Vietnam has affirmed that:

"Awareness within the Party, the political system, and society regarding the crucial position and role of the intellectual workforce has become increasingly comprehensive, profound, and systematic. The institutionalization of Party Resolutions has been given significant attention; mechanisms and policies—particularly those related to the attraction, utilization, recognition, and treatment of intellectuals—have continued to be refined to promote their role." (Communist Party of Vietnam [CPV], 2023, p. 1).

However, the promotion of the role of intellectuals still faces limitations and inadequacies. The legal and policy frameworks for attracting, utilizing, and honoring intellectuals remain incomplete and inconsistent, and the environment conducive to motivating intellectuals to conduct research, apply science and technology, and engage in knowledge dissemination, consultancy, and social criticism has not been fully established:

"Several components of the Resolution have been slow to be institutionalized; policies and laws remain incomplete and lack coherence; there is a shortage of breakthrough mechanisms and policies in investment, resource mobilization, training, capacity building, talent attraction, and recognition—especially concerning elite intellectuals, distinguished scientists, and leading cultural figures." (Vũ Văn Hiền, 2020).

The inclusive development approach toward the intellectual workforce - to meet the current requirements of science, technology, and innovation in Vietnam - is not merely a slogan but a comprehensive strategy aimed at implementing a dual agenda of sustainable, innovative, and inclusive growth:

"Simultaneously addressing the long-standing weaknesses and bottlenecks of the old development model while ensuring macroeconomic stability, and at the same time establishing the foundational elements of a new growth model that is sustainable, innovative, and inclusive—encouraging the adoption of technology and nurturing innovation so as not to fall behind amidst the rapid global changes and ongoing integration processes." (CPV, 2021, p. 206).

The development of science, technology, innovation, and digital transformation has become a decisive factor in Vietnam's progress - a prerequisite and an optimal opportunity for the country to achieve prosperity and strength in this new era of national resurgence. Accordingly, the Communist Party of Vietnam sets forth a strategic vision:

"Our nation faces the urgent need for strong, strategic, and revolutionary guidelines and decisions that create new momentum and breakthroughs in science, technology, innovation, and digital transformation, enabling robust national development in this new era—an era of prosperity and strength. By 2030, Vietnam aims to become a developing country with a modern industrial base and upper-middle income; and by 2045, a developed nation with high income." (CPV, 2024, p. 1).

From the preceding analysis, the implications of inclusive development of the intellectual workforce in the new era are twofold: first, to ensure selectivity and excellence[1] in quality; and second, to maintain inclusiveness. This represents a strategic requirement to maximize the nation's intellectual potential. Inclusiveness calls for a comprehensive, tolerant, and systemic perspective, requiring several essential conditions:

First, the Requirement for Diversification and Expansion of the Intellectual Composition

To ensure inclusiveness, the first requirement is to broaden the concept and scope of who qualifies as an intellectual, extending beyond traditional frameworks. This enrichment contributes to expanding the intellectual connotation in the new era:

Mobilizing Intellectuals from all Sectors: Intellectual development should not be limited to public research institutes and universities. Effective mechanisms are needed to attract, utilize, and promote intellectuals from the private economic sector, innovative enterprises, and social organizations. This practical and dynamic intellectual resource can directly generate economic value.

Connecting and Engaging Vietnamese Intellectuals Overseas: Policies must be designed to attract, connect, and enable the overseas Vietnamese intellectual community to contribute to national development. These individuals possess advanced knowledge, international experience, and extensive global networks.

Diversifying Disciplinary Fields: Intellectuals should not be confined to natural sciences and technology. It is crucial to ensure balanced development of intellectuals across social sciences, humanities, health, education, culture, arts, and public administration. This balanced growth is fundamental to building a comprehensive and sustainable society.

Identifying and Nurturing Hidden Talents: Mechanisms must be established to discover, train, and utilize exceptional talents from all social strata, age groups, and regions, ensuring that no outstanding individuals are left behind.

Second, the Requirement for Equal Opportunities and a Conducive Environment for Contribution

Inclusiveness requires that all intellectuals have equal opportunities for development and contribution within an environment that genuinely fosters creativity, service to the people, and dedication to the nation:

Equality in Access to Resources and Policies: Every intellectual should have equitable access to advanced training programs, research funding, technical facilities, and preferential policies. Administrative barriers and bureaucratic obstacles must be minimized to facilitate their professional growth and contributions.

[1] The Selective Excellence Approach (Emphasized by the authors) The Selective Excellence Approach focuses on concentrating resources to develop the most outstanding individuals, primarily based on personal qualifications and long-term achievements. Globally, the term elite (from the French élite, derived from the Latin eligere, meaning "to choose")—also known as the elite class, intellectual elite, or social elite—refers to a group of distinguished individuals such as national officials, senior military generals, wealthy entrepreneurs, and intellectuals or scholars of national prominence. These individuals hold significant assets, privileges, and political power, or possess high levels of expertise within society. In the context of Vietnam, elites can be understood as pioneers—those who demonstrate superior knowledge, competence, and resilience compared to the majority. They are responsible for guiding, shaping, and consolidating the institutional, local, and national values of the nation. The identification of elite individuals should be based on multiple criteria, of which personal conditions and achievements (work outcomes) are the most essential foundations: Personal conditions: Intelligence, leadership ability, talents, family background, family traditions, physical attributes, and appearance. Achievements: Educational and professional accomplishments (which schools were attended, academic level, degree classification, employment institution, complexity of the assigned work, tangible contributions or products, professional relationships, reputation, and recognition from leaders and colleagues). Selecting elite individuals is a safe and strategic choice. To ensure effective selection, it is necessary to grant greater authority and responsibility to leaders, with strong advisory support from organizational and personnel departments—those who possess the most comprehensive and informed perspective on human resources to recommend and promote talents.

Encouraging Diverse Forms of Contribution: All valuable contributions should be recognized and honored—from fundamental research that generates new knowledge to applied research, technology transfer, policy consultancy, social criticism, knowledge dissemination, and inspiration.

Building Flexible Learning and Working Environments: An open and transparent working culture should be cultivated—one that encourages critical thinking, scientific debate, and responsible innovation. Simultaneously, a lifelong learning culture should be promoted, enabling intellectuals to continuously update their knowledge and retrain to adapt to evolving scientific, technological, and societal demands.

Third, the Requirement for Fair Remuneration and the Diffusion of Social Benefits

Inclusiveness also implies that intellectuals should receive appropriate rewards for their contributions, and that the benefits derived from science, technology, and innovation should be widely shared to ensure social equity:

Competitive and Deserving Remuneration: Policies must ensure that intellectuals receive material and moral rewards commensurate with their talent, efforts, and value creation. This includes competitive salaries, welfare benefits, career advancement opportunities, and social recognition.

Intellectual Achievements Serving all Citizens: Research outcomes, innovations, and new technologies should be widely applied to bring tangible benefits to all social groups, particularly the disadvantaged, thereby reducing developmental disparities and improving quality of life.

Fostering a Culture that Values Talent*:* *A genuine social culture that respects and honors intellectuals and their* contributions to national development must be nurtured. Such recognition will inspire younger generations to emulate and cultivate a strong aspiration for contribution.

For Vietnam to achieve sustainable and successful national resurgence, promoting inclusive development of the intellectual workforce in science, technology, innovation, and digital transformation is not merely an objective but a historical necessity. This transformation requires a shift in mindset, policies, and actions across all levels and sectors, consistent with Resolution No. 57-NQ/TW (December 22, 2024) of the Politburo on breakthroughs in science, technology, innovation, and national digital transformation. The development of science, technology, innovation, and digital transformation is now the decisive factor for the progress of all nations - a prerequisite and the greatest opportunity for Vietnam to attain prosperity and strength in this new era of national ascendance.

Referring to the strong policy orientations of Resolution No. 57-NQ/TW, when concretely implemented through the Government's Action Program, it will create momentum and opportunities for educational institutions to enhance scientific research and connect it with high-quality human resource training. However, as noted by Phương Nga (2025), several limitations remain:

"The pace and breakthroughs in the development of science, technology, innovation, and national digital transformation remain slow; the scale, potential, and level of science, technology, and innovation are still far behind developed countries; the awareness of digital transformation among many levels of government, sectors, officials, and citizens remains inadequate and superficial; research and application of science, technology, and innovation have not achieved significant breakthroughs; strategic and core technologies have yet to be mastered; the legal framework, institutions, and policies remain insufficient; the supply of high-quality human resources is lacking; infrastructure remains inconsistent, particularly digital infrastructure; and information security, data protection, and cybersecurity still pose major challenges." (Phương Nga, 2025).

DISCUSSION

Inclusive Development of the Intellectual Workforce in the New Era as an Objective Necessity

As previously analyzed, the intellectual workforce is objectively required to play a leading role in driving the development of science, technology, and innovation. At the same time, the inclusive development of the intellectual workforce is also essential. The creation of scientific, technological, and innovative momentum for Vietnam's current development represents an objective inevitability, entailing specific requirements for intellectuals in the new context. Ho Chi Minh highly valued the role of intellectuals and showed profound respect for them. He wrote:

"Intellectuals have the duty to emulate in serving the Fatherland and the people. Therefore, our Party and Government attach great importance to the intellectuals of the people, for the people." (Ho Chi Minh, 2011, p. 216)

First, Comprehensive Development of Competence and Adaptability

Prioritizing professional quality: The focus should be on training and fostering a highly specialized intellectual workforce in priority and strategic fields of science, technology, and innovation (for example, artificial intelligence, semiconductor technology, biotechnology, and clean energy).

Enhancing interdisciplinary capacity and soft skills: Intellectuals need to be equipped with interdisciplinary thinking, complex problem-solving ability, critical thinking, communication and teamwork skills, and, above all, digital competencies to adapt to intelligent working environments.

Promoting a culture of lifelong learning: It is necessary to create an environment that encourages intellectuals to proactively acquire and update new knowledge and skills continuously through online platforms, specialized courses, and academic seminars.

Second, Ensuring Equality in Access and Development Opportunities

Diversification and inclusiveness: Intellectual development must be promoted across all fields, age groups, genders, and regions, with special attention to female intellectuals, young intellectuals, ethnic minority intellectuals, and those in remote or disadvantaged areas who may face greater barriers to access.

Equal access to resources and development opportunities: All intellectuals should have equitable access to scientific resources (such as databases, digital libraries, and international journals), advanced training and capacity-building programs, and opportunities to participate in research and innovation projects. There should also be supportive policies to help intellectuals from traditional sectors transition and adapt to the requirements of the digital era and innovation-driven economy.

However, how can Vietnam inclusively mobilize the intellectual workforce across diverse components and fields of contribution in the new era?

To effectively and inclusively mobilize the intellectual workforce in both composition and fields of contribution, Vietnam must implement synchronized and breakthrough solutions that go beyond traditional approaches. The goal is to create an open ecosystem where every talent can be identified, connected, and fully utilized.

Expanding and diversifying mechanisms for attracting intellectuals: A strong implementation of private-sector development policies is essential, positioning the private economy at the center of national development with clear political commitments to qualitative transformation.

"To accurately assess the crucial role of the private economy in national development; to nurture and encourage the entrepreneurial and innovative spirit of citizens and enterprises; to respect enterprises and entrepreneurs, considering them as 'soldiers' on the economic front; to ensure the full protection of property rights, the right to conduct business, and fair competition; to establish and strengthen trust between the State and the private sector; to safeguard the legitimate rights and interests of enterprises and entrepreneurs; to guarantee that the private economy competes fairly with other economic sectors in accessing business opportunities and national resources—especially capital, land, technology, human resources, data, and other lawful assets of the nation." (Communist Party of Vietnam, 2025, p. 2)

Recognizing and encouraging the role of intellectual entrepreneurs: It is essential to improve legislation and design breakthrough mechanisms and policies to stimulate private-sector development in priority areas, particularly in research and development, technological application, innovation, and digital transformation. Intellectuals in the private sector—especially those in technology and start-up enterprises—should be regarded as an integral part of the national intellectual workforce.

Creating effective public–private collaboration mechanisms: Establish clear legal and financial frameworks to foster cooperation between research institutes, universities, and enterprises in research, technology transfer, training, and recruitment. Examples include corporate science and technology development funds, joint R&D programs, and tax incentives for investment in research and development.

Encouraging human resource mobility: Promote the exchange of high-quality human resources between the public and private sectors through flexible employment, insurance, and experience-recognition policies.

A special strategy for overseas Vietnamese intellectuals: Develop a national database on overseas Vietnamese intellectuals' expertise, experience, and networks to facilitate collaboration. Offer competitive and flexible incentives (such as salary, housing, working environment, and family support) to attract leading experts to return or contribute to key national projects. Encourage diverse forms of participation, including short-term collaboration, remote consulting, joint teaching, co-supervision of doctoral candidates, participation in national scientific councils, and international cooperation projects. Maintain regular networks and forums - such as international conferences and symposiums - to strengthen knowledge exchange and identify concrete collaboration opportunities.

Developing an Open and Multi-Dimensional Environment for Contribution

To ensure that intellectuals from all sectors can thrive, it is crucial to build an enabling and tolerant environment that values diversity.

Creating a transparent academic and research environment: Promote academic freedom and scientific criticism by encouraging independent thinking, constructive debate, and intellectual discourse, while removing administrative or ideological barriers that hinder creativity.

Simplifying administrative procedures: Streamline processes for research funding, project approval, and publication to minimize unnecessary administrative burdens.

Ensuring transparency in evaluation and recognition: Establish fair and merit-based systems for assessing research quality and intellectual contributions, independent of administrative influence or personal connections.

Balanced and effective investment across all fields: Allocate resources rationally - not only to cutting-edge technological sectors but also to social sciences, humanities, arts, healthcare, and education - to ensure the comprehensive and sustainable development of the intellectual community.

Modernizing infrastructure: Provide sufficient research facilities, laboratories, digital libraries, and technological platforms for all disciplines to operate efficiently.

Third, Encouraging Diverse Forms of Contribution and Fair Recognition

Diversifying talent utilization and remuneration mechanisms: Implement performance-based pay and reward systems tied to actual scientific and technological outputs and innovative achievements rather than solely to academic degrees or seniority.

Flexible forms of recognition: In addition to traditional awards, introduce new recognition schemes that match the characteristics of each group of intellectuals - for example, funding for breakthrough research or support for the practical application of inventions.

Non-material incentives: Ensure favorable living and working conditions, opportunities to attend international conferences, research autonomy, and societal respect for intellectuals' contributions.

Promoting a culture of meritocracy: Enhance public awareness of the role and contributions of intellectuals across all domains - scientists, engineers, artists, educators, and beyond - to foster broad social respect and support.

Encouraging intellectual participation in policymaking: Create formal and informal channels for intellectuals to engage in policy consultation, social critique, and legislative feedback, especially in their areas of expertise.

Building a Dynamic, Equitable, and Innovation-Driven Ecosystem

For Vietnam's intellectual workforce to be truly inclusive in both development opportunities and contribution environments in the new era, it is essential to establish a dynamic, fair, and innovation-oriented ecosystem. This requires fundamental shifts in thinking, policy, and operational mechanisms.

Ensuring equal opportunities for development: Guarantee that all intellectuals, regardless of background or workplace, have equal access to professional growth. Develop open and flexible educational systems with online and distance-learning programs, short courses, and specialized certification pathways accessible to all regions and generations.

Prioritizing investment in key research and educational institutions: Ensure that these centers have adequate financial, technical, and human resources to attract and train top talents, establish benchmarks, and disseminate knowledge nationwide.

Transparent and fair personnel policies: Recruitment and promotion processes must be objective, merit-based, and free from discrimination or bias. Encourage cross-sector mobility between government agencies, enterprises, and research institutions. Simplify administrative procedures for research, publishing, and international cooperation to allow intellectuals to focus on their expertise.

Building an optimal environment for creativity and contribution: Promote academic freedom and critical thinking, create open spaces for scientific debate, and establish protective mechanisms for intellectuals who pursue bold or high-risk innovations, even when initial results may not meet expectations.

Transparent allocation of scientific and technological budgets: Ensure funding is distributed based on project quality, research capacity, and practical applicability, rather than administrative factors. Encourage private and social investment through tax incentives and venture capital mechanisms.

Developing a culture of intellectual respect and knowledge dissemination: Raise societal awareness of the intellectuals' pivotal role in science, culture, and education. Strengthen intellectual associations as genuine representatives of intellectual communities and as bridges between intellectuals, the Party, the State, and society. Encourage intellectuals to engage in public policy review and social consultation to ensure that national decisions are scientifically grounded and practically viable.

Ensuring that Vietnam's intellectual workforce is inclusive in both opportunities and contribution environments is a key factor in unlocking the nation's full intellectual potential, generating powerful momentum for the country's successful rise in the new era. This is a long-term endeavor requiring determination and concerted efforts at all levels of society.

Fourth, Enhancing Adaptive Capacity and Continuous Development

Promoting flexible and continuous training: Develop interdisciplinary and joint training programs; encourage universities and research institutes to design integrated programs that meet labor market needs and emerging technological trends. When effectively implemented through the Government's Action Program, these strong orientations and policy measures under Resolution No. 57-NQ/TW "will create momentum and opportunities for educational institutions to promote scientific research associated with high-quality human resource training" (Nhĩ Anh, 2025).

Facilitating lifelong learning: Establish short-term courses and professional certification programs to support intellectuals in continuously updating knowledge and skills, particularly digital competencies and innovative thinking.

Developing a national knowledge management system: Build databases of experts, research projects, and patents to facilitate connection, information sharing, and efficient resource use.

Mobilizing an inclusive intellectual workforce—in both composition and fields of contribution—is a key strategy enabling Vietnam to fully leverage its intellectual potential and create powerful momentum to realize its aspiration for national prosperity and advancement in the new era.

Fifth, Valuing and Promoting the Diverse Roles of Intellectuals

Recognizing all contributions: "Intellectuals have the duty to emulate and dedicate themselves to serving the Fatherland and the people. Therefore, our Party and Government highly value the intellectuals of the people, for the people" (Hồ Chí Minh, 2011, p. 216). Accordingly, it is essential to honor and fairly assess all contributions of intellectuals—from basic research and technological development to practical applications, knowledge transfer, and even modest innovations that bring tangible benefits to society.

Fostering collaboration and networks: Establish mechanisms and platforms that facilitate interdisciplinary and inter-institutional collaboration between the public and private sectors. Encourage the formation of strong research groups and innovation ecosystems.

Engaging overseas Vietnamese and international intellectuals: Acknowledge the importance of overseas Vietnamese intellectuals and international experts. Develop attractive policies to engage them in domestic science, technology, and innovation activities that contribute to national development.

Mobilizing an Inclusive Intellectual Workforce in the New Era

To effectively mobilize an inclusive intellectual workforce—both in composition and fields of contribution—Vietnam must implement comprehensive and breakthrough solutions that transcend traditional approaches. The goal is to establish an open ecosystem in which every talent is discovered, connected, and maximized.

Expanding and diversifying mechanisms for intellectual attraction: To mobilize intellectuals from all components and sectors, it is necessary to diversify recruitment channels and mechanisms, while maintaining open policies that promote private sector and enterprise development.

Recognizing and encouraging the role of intellectual entrepreneurs: Intellectuals in the private sector—especially those in technology enterprises and innovative start-ups—should be considered an integral part of the national intellectual community.

Establishing effective public–private collaboration mechanisms: Develop clear legal and financial frameworks to encourage cooperation between research institutes, universities, and enterprises in research, technology transfer, training, and recruitment. Examples include enterprise science and technology development funds, joint research and development programs, and tax incentives for investment in research and development.

Promoting human resource mobility: Encourage the exchange of high-quality human resources between the public and private sectors through flexible employment, insurance, and experience-recognition policies.

A Special Strategy for Overseas Vietnamese Intellectuals

Building a national database of overseas Vietnamese intellectuals: Develop a centralized database containing expertise, experience, and networks of overseas Vietnamese intellectuals to enhance connection and collaboration.

Providing attractive and flexible incentives: Offer competitive remuneration packages, housing support, favorable working conditions, and family assistance to attract leading experts to return or participate in key national projects.

Diversifying forms of contribution: Beyond full-time repatriation, encourage short-term collaboration, remote consulting, joint teaching, co-supervision of doctoral candidates, participation in national scientific councils, and engagement in international cooperation projects.

Establishing regular networks and forums: Organize periodic international conferences and symposiums both in Vietnam and abroad to maintain connection, promote knowledge exchange, and identify concrete cooperation opportunities.

Developing an Open and Multi-Dimensional Environment for Contribution

For intellectuals from all backgrounds to thrive, it is necessary to build a favorable and non-discriminatory environment.

Creating a transparent and autonomous academic environment: Encourage academic freedom, independent thinking, and scientific debate while removing administrative and ideological constraints that inhibit creativity.

Reforming administrative procedures: Simplify processes for funding applications, project approvals, and research publication to reduce unnecessary bureaucratic burdens.

Ensuring transparency and fairness in evaluation: Establish merit-based evaluation systems that objectively assess scientific capacity and contributions, free from administrative influence or personal bias.

Balanced and efficient investment across disciplines: Allocate resources not only to technological frontiers but also to the social sciences, humanities, arts, health, and education to ensure the comprehensive development of the intellectual community.

Modernizing infrastructure: Provide adequate research facilities, laboratories, digital libraries, and technological platforms for all academic disciplines.

Encouraging Diverse Forms of Contribution and Appropriate Recognition

Performance-based remuneration and reward systems: Implement pay and reward structures tied to scientific and technological achievements, innovations, and contributions rather than solely to academic degrees or seniority.

Flexible recognition mechanisms: In addition to traditional honors, introduce innovative recognition schemes tailored to specific intellectual groups—for example, funding for breakthrough research or facilitating the practical application of inventions.

Non-material incentives: Guarantee favorable living and working conditions, opportunities for international academic exchange, autonomy in research, and societal respect for intellectual contributions.

Promoting a Culture of Talent Appreciation

Raising public awareness: Strengthen social recognition of intellectuals' roles and contributions in all fields—from scientists and engineers to writers, artists, and educators—to foster respect and broad societal support.

Encouraging intellectual participation in policymaking: Create formal and informal channels for intellectuals to engage in policy consultation, social critique, and policy development, particularly in their areas of expertise.

Enhancing Adaptive Capacity and Continuous Development

Developing interdisciplinary and joint programs: Encourage universities and research institutes to offer integrated training programs that meet labor market demands and technological trends.

Facilitating lifelong learning: Design short-term courses and professional certificates that allow intellectuals to update their knowledge and skills, particularly digital competencies and innovative thinking.

Building a national knowledge management system: Create databases of experts, research works, and patents to enhance connectivity, information sharing, and efficient resource use.

Mobilizing an inclusive intellectual workforce in both composition and contribution is a pivotal strategy for Vietnam to fully harness its intellectual potential and generate strong momentum toward realizing the aspiration for a prosperous and advanced nation in the new era.

Sixth, Building A Favorable Environment and Fair Incentive Policies:

An academic and creative freedom environment: Ensure the right to freedom of thought in scientific research, encourage scientific debate and critique, and protect intellectual property rights. Minimize administrative barriers and create the most favorable conditions for creative activities.
Worthy and competitive incentive policies: Develop attractive salary, bonus, and allowance mechanisms that correspond to competence, work efficiency, and level of dedication, especially for those with outstanding achievements in science, technology, and innovation (STI). Encourage performance-based remuneration mechanisms.

Social welfare and working conditions: Ensure adequate housing, healthcare, and a professional and safe working environment so that intellectuals can devote themselves with peace of mind.

Ensuring the inclusiveness of benefits and entitlements for Vietnamese intellectuals in the new era: For the Vietnamese intellectual workforce to contribute effectively and sustainably to national development in the new era, it is crucial to ensure that they are fairly rewarded for their contributions. Inclusiveness in benefits goes beyond material aspects—it also encompasses recognition, honor, and the social impact of the knowledge they generate.

Improving Material and Spiritual Incentive Policies: Fair and appropriate incentives are the foundation for attracting, retaining, and motivating intellectuals.

Competitive Salary and Income Policies: Establish salary, allowance, and income systems competitive with the private sector and international standards, especially for leading experts, scientists, and those working in key

fields. Apply a performance- and competence-based remuneration mechanism rather than one based solely on qualifications or seniority.

Comprehensive Social Welfare Policies: Ensure adequate health insurance, social insurance, pension schemes, and other welfare benefits (housing, children's education, healthcare, etc.) that encourage long-term dedication.

Performance- and impact-based rewards: Promptly reward research works, innovations, or applications that generate high value and bring tangible benefits to society. Reward forms may include financial incentives, support for subsequent research, or opportunities for international publication.

Spiritual incentives and recognition: In addition to material rewards, attention should be paid to honoring intellectuals through national awards, scientific titles, and broad social recognition, thereby fostering motivation and pride among contributors.

Ensuring Intellectual Property and Authorship Rights: Protecting legitimate interests derived from intellectual products is a key driver of innovation.

Improving the legal Framework On Intellectual Property: Develop and effectively implement legal regulations on copyrights, patents, industrial designs, etc., to safeguard intellectuals' lawful rights over their works and inventions.

Fair Benefit-Sharing Mechanisms: Establish clear regulations on sharing profits and economic benefits from the application and commercialization of scientific and technological research results among scientists, research institutions, and enterprises.

Encouraging Registration and Protection of Intellectual Property Rights: Support intellectuals in registering and protecting their intellectual products both domestically and internationally.

Promoting the Application and Dissemination of Knowledge Value: The true benefit of intellectuals lies in the value their research contributes to society.

Bridging Research and Practice: Develop mechanisms and platforms that enable the transfer and widespread application of scientific and technological research results in production, business, and social life - for example, technology incubators, knowledge transfer centers, and venture capital funds for science and technology.

Encouraging Consultancy and Social Critique: Create formal channels for intellectuals to provide professional opinions and critiques on national policies and major projects, ensuring that policy decisions are scientific, objective, and in the best interest of the nation.

Disseminating Knowledge and Enhancing Public Understanding: Encourage intellectuals to participate in disseminating scientific, technological, and cultural knowledge to the community, especially through digital platforms, media, and broadcasting, contributing to raising public intellectual standards and scientific awareness.

Building a Social Culture that Values and Honors Intellectuals: Social recognition and respect are the most important spiritual motivators.

Enhancing Awareness of the Intellectuals' Role: Strengthen public education and communication about the position, role, and immense contributions of intellectuals to national development, thereby fostering social respect and strong support.

Promoting Leadership Responsibility: Leaders and managers at all levels should set examples in listening to, respecting, and creating the best conditions for intellectuals to realize their potential, think boldly, act decisively, and take responsibility.

Creating Space for Intellectuals to Voice Ttheir Opinions: Encourage intellectuals to participate in social forums, contribute to policymaking, and express opinions constructively and scientifically.

By implementing these solutions synchronously, Vietnam can ensure that its intellectual workforce enjoys inclusive benefits—from material to spiritual aspects, from individual rights to the broader social value of knowledge dissemination. This will create strong motivation, encouraging intellectuals to dedicate themselves wholeheartedly and contribute to realizing the nation's aspiration for prosperity and sustainable development in the new era.

Solutions for Realizing the Inclusive Development Perspective of the Intellectual Workforce to Create Momentum for Science, Technology, and Innovation in Vietnam Today

To realize the inclusive development perspective of the intellectual workforce and create momentum for science, technology, and innovation (STI) in Vietnam today, it is necessary to implement synchronized and strategic solutions in each sector. Priority should first be given to key and pioneering areas of science and technology, while promoting excellence-oriented training, talent cultivation, and innovation. These efforts should effectively implement Resolution No. 57-NQ/TW of the Politburo and Resolution No. 03/NQ-CP of the Government: *Issuing the Government's Action Program for implementing the Politburo's Resolution No. 57-NQ/TW dated December 22, 2024, on breakthroughs in the development of science, technology, innovation, and national digital transformation.* Accordingly, the following fundamental groups of solutions should be carried out:

First, Improving Institutions and Policies On Science, Technology, Innovation, and The Intellectual Workforce:

Develop and perfect a comprehensive legal framework that encourages science, technology, and innovation—particularly in high-tech and core technology fields, including strategic technologies such as artificial intelligence, blockchain, and cloud computing. In this regard, it is both necessary and urgent to "institutionalize Resolution 57-NQ/TW in the Law on Science, Technology, and Innovation, thereby promoting the role of the scientific and technological intellectual workforce" (Tú Ân, 2025).

Issue special incentive policies for scientists, leading experts, and talented individuals in key fields to encourage them to engage in long-term and breakthrough research. The intellectual workforce itself must meet the comprehensive requirements and demands analyzed in the previous sections. In addition, specific policies should be formulated to develop and utilize intellectuals, creating an open legal corridor for them to contribute and innovate, and to attract outstanding experts and scientific and technological talents.

Reform financial management mechanisms in science and technology, simplify administrative procedures, and enhance autonomy in managing projects and programs. Establish a favorable working environment for intellectuals to express creativity and innovation; promote the formation of professional associations or clubs by field, especially in core technologies. Strengthen STI activities and digital transformation within enterprises, and connect businesses with scientists through technology trade promotion and technology exchanges to build an innovation ecosystem within the scientific and technological community.

Second, Fundamentally and Comprehensively Renewing Education and Training, Especially Prioritizing the Development of Basic Sciences and Science–Technology as A Core Foundation for Excellence-Oriented Training, Innovation, and Technological Mastery:

Transform higher education toward high quality, closely linking it with scientific research and labor market demands; enhance interdisciplinary and multidisciplinary training. Support education, research, and talent development with a focus on prioritizing direct investment in learners (students, graduate students) and scientists (lecturers, researchers). Provide scholarships and tuition support for students in talent incubation programs and encourage the identification and nurturing of gifted individuals from the secondary education level.

Promote training programs in digital skills, creative thinking, and problem-solving for students and current intellectuals through short-term and professional certification courses. Priority areas include: natural sciences and life sciences; computer science, information technology, electrical engineering, electronics, and telecommunications; mechanical engineering, mechatronics, automation, construction, transportation, manufacturing, and energy industries; and STEM-related disciplines associated with key socio-economic development sectors.

Develop *Centers of Excellence* in universities and research institutes to build strong research groups and form a high-quality academic ecosystem. Prioritizing the development of basic sciences, science and technology, and innovation serves as a solid foundation for sustainable STI and digital transformation in line with the spirit of Politburo Resolution No. 57-NQ/TW in the new context.

Third, Developing an Innovation Ecosystem and Science–Technology Infrastructure:

Increase investment in modern facilities, laboratories, national key research centers, and high-tech zones. Establish and develop technology incubators, venture capital funds, and innovation support centers to turn scientific ideas into commercial products. Promote the construction of a *national big data platform* and open data-sharing mechanisms to facilitate data exploitation and analysis for research and innovation.

Fourth, Enhancing Science–Technology Governance Capacity and Promoting Autonomy:

Increase autonomy for public science and technology organizations (research institutes, universities) accompanied by transparent performance evaluation and accountability mechanisms. Develop a team of science and technology managers with vision, professional competence, and effective administrative capacity. Establish mechanisms to encourage private-sector participation in research and development activities.

Fifth, Promoting International Cooperation and Attracting Global Talents:

Expand research collaboration and academic exchange programs with leading global universities, research institutes, and technology corporations. Develop flexible and attractive policies to attract overseas Vietnamese intellectuals and foreign experts with experience and deep expertise in key STI fields to work in Vietnam. Alongside domestic training efforts, launch campaigns to attract top talents and technology experts to Vietnam—these individuals can become leading forces in training, technology transfer, and innovation, shaping the nation's development in the new era.

Simultaneously implement a comprehensive strategy for building a high-quality science and technology workforce with specific policies to attract both domestic and international experts, harmonized with citizenship, housing, and income policies to retain talents and prevent brain drain. Implement personal income tax exemptions and residence support policies for foreign scientists and experts.

Encourage Vietnamese intellectuals to participate in international research networks, scientific forums, and conferences—particularly in STI and digital transformation—to enhance their capacity and broaden their perspectives amid rapid global changes.

Additionally, allow for trial-and-error and risk acceptance in scientific research to stimulate innovation; implement pilot mechanisms and establish venture capital funds to support digital enterprises in experimentation and development; and provide liability exemptions for organizations or individuals in cases where new technology or business model trials result in economic losses due to objective causes.

CONCLUSION

The inclusive development of the intellectual workforce is not only a humanitarian goal but also a vital strategic imperative for Vietnam to create a powerful driving force for the advancement of science, technology, and innovation in the new era. As Jean-Paul Sartre articulated in *Plea for Intellectuals*, the intellectual's engagement is not a matter of choice but rather a destiny—an inevitable resonance between conscience and knowledge. A true intellectual, according to Sartre, must possess the courage to confront the urgent problems of society—from war and injustice to the alienation of humankind—and must wield their pen and voice as sharp weapons to defend truth and resist all forms of oppression.

In the present context of national resurgence, innovation, and digital transformation, the role of intellectuals remains that guiding torch for those who seek to understand the authentic dignity and responsibility of intellectual life today. Here, the competence and moral integrity of the intellectual community are tested against the demands and expectations of the era.

At the same time, ensuring that every intellectual has the opportunity to develop, contribute, and be duly recognized will allow us to optimize the nation's intellectual potential. This will help form a strong, diverse, and visionary intellectual workforce capable of leading the country through challenges and seizing opportunities—thereby realizing the aspiration for rapid and sustainable development toward becoming a prosperous, knowledge-based, and innovation-driven nation.

Furthermore, the intellectual community itself must fully meet the rigorous requirements of the new era—the era of Vietnam's rise—by harnessing the intrinsic strength of human intellect to create breakthroughs in science and technology, socio-economic development, and culture. Through this, Vietnam will successfully materialize its national aspiration for a prosperous and happy society by 2045.

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