Addis Ababa University
አዲስ፡አበባ፡ዩኒቨርሲቲ
SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY !

Draft Strategic plan

Addis Ababa University

Version 1
11/2/2023

AAU Strategic Plan Document Outline

Contents

I.   Background to the Strategic Plan

a.   AAU in History and Today

Ethiopia's oldest university, Addis Ababa University was first established as the University College of Addis Ababa (UCAA) in 1950 with the support of the imperial government and in cooperation with Canadian Jesuit educators who were given administrative duties for nearly ten years. Later it was renamed as Haile Selassie I University (HSIU), in honor of the late emperor Haile Selassie, in 1962 as an independent chartered university. Following the ascension to power of the military junta (1974–1975) in the country, the university was renamed briefly as first National University and then Addis Ababa University (AAU).

As the country's pioneering higher education institution, Addis Ababa University has been carrying out outstanding research, higher education, and social service projects. Beginning with an enrolment capacity of 33 students in 1950, AAU now has 44,044 students (25,831undergraduate, 11,916 Master's, and 2,297 PhD students) and 8259 staff (2860 academics, 4107 administrative and support staff, 1120 health officers and 112 technical staff). On its 18 campuses, the University runs 83 undergraduate and 407 graduate programs (118 PhD and 229Masters), and 22 specialty and 38 subspeciality programs in Health Sciences. Over the past 73 years, the university has graduated more than 280, 0000 students in various disciplines. The university has also carried out several researches of national and global importance that have had an important impact on humanity..

Addis Abeba University (AAU) has had a major influence on learning, scholarship, research, and society at large in a number of ways. Through its diverse undergraduate, graduate, and doctorate programs in many disciplines, AAU has produced many highly qualified professionals now staffing public and private universities and a variety of key sectors in the country. Faculty and researchers at the institution conduct cutting-edge research, publish in scholarly journals, and take part in regional, national, and worldwide conferences. Addis Ababa University has been ranked 1st in East Africa, 6th in Africa and 402nd in the world according to Times Higher Education 2022 report. Furthermore, in the 20th report released by QS World University Rankings 2024, Addis Ababa University was included among the sub-Saharan African universities (excluding South Africa). This is a demonstration of the visibility and excellence of the university.

Among the prominent issues that underlie the current state of the university are: the rapid expansion of the higher education system in the country; the acceleration of enrolment to guarantee access; the lack of differentiation of the higher education institutions; the serious decline of the quality of the incoming students; the disengagement of the faculty; the meagre resources available to accomplish the mission of the institution; and the governance structure that inhibits independence and is incongruent with the realities of successful institutions.

However, it has also been clear that issues of quality and relevance are major challenges including governance problems. The university revitalization study established by the governing board and MoE has recommended that the university should strive with full commitment to regain its academic freedom and institutional autonomy to become more responsive to local and regional needs. There is total unanimity among students, faculty, administrative heads, and the highest officials on this point. Only then can AAU have the operational independence and flexibility that could help it attain the kind of global competitive standing that it merits.

b. The need for a Strategic Plan

Throughout its existence, AAU has taken a number of strategic initiatives. When a planning office was established in 1968 at the University for the first time, a more ambitious five-year plan was created in accordance with the nation's Third Five-Year Plan, a Blueprint for Development (1970). Subsequently, a 20-year plan (1970–1990) was developed for the university's program and facility expansion. Since then, AAU has built up expertise in developing and implementing strategic plans geared toward enhancing the university's competitiveness.

AAU's most recent strategic plan covered the ten-year period 2020–2030/2013–2022.However, before fully implementing this plan, AAU has been granted autonomy by the public university self-governance proclamation 1294/2015 and the AAU Establishment Regulation of the Council of Ministers 537/15.

As a result, it was found necessary to review the current strategic plan and develop a new five-year strategic plan (2023-2028) providing a roadmap for leading the transition and defining the future direction of achieving the vision of becoming the nation's flagship institution with academic and research excellence geared toward meeting societal needs. The strategy focuses on cascading this autonomy to lower units (college, school, department) so that they could operate with the independence and flexibility that is required to achieve excellence and ensure that there is adequate and sustained funding that comes from government, public, and private organizations, through the funding of contract research, through services it can provide to the community, and in the form of endowments and donations from alumni and stakeholders.

c. The Changing Landscape

The higher education systems across the globe have undergone significant changes in terms of funding, focus, governance and management. The main driving forces for such changes include, among others, the increasing social demand for higher education coupled with inadequate government funding, the rise of market ideology and competitiveness, and new technologies. The market paradigm has created a conducive environment for the creation and growth of different forms of private higher education providers across the globe, and Ethiopia is no exception. The landscape surrounding the university/HE has changed profoundly. The Business as Usual (BaU) model did not work, the student demographic and experience is also shifting. Higher education has at least three needs to respond to: the search for knowledge needs of citizens, the skill needs of the economy and the research and innovation needs of society. There is a general feeling that the tertiary sector is not meeting these needs to a satisfactory degree. What used to be a supply-dominated sector, needs to be more responsive to the demand side, to the needs of ordinary citizens, the economy and society, and should be managed more efficiently.

The global trend shows that the labour market will demand broad, flexible deployment in an often interdisciplinary context. The needs of the national economy, changing employer needs which are reflected as enhanced professionalism, work ethic, good communications skill, teamwork, collaboration, critical thinking, problem solving dictate our curriculum design and outputs. On the other hand, the model of a university system with joint instruction and research is more efficient than its counterpart which separates research and instruction. There is an increasing demand for accountability in which government and accrediting bodies shall demonstrate that a university education is a worthy investment. There was a decline in government financial support at the same time as there were increased demands.

The financing/cost of education is shifting from the government to private sources/institution (financial markets, philanthropy, households, etc.).

Moreover, the new narrative to maximizing reputations (global university ranking) and rise to world-class university is emerging. The New Flagship University model provides an expansive vision for leading national universities and explores pathways to re-shape the missions and academic cultures, and to pursue organizational features intended to expand the relevancy in the societies that give life and purpose.

The future is determined by the distribution of talent to a considerable extent, the flow of talent and knowledge, and urbanization/talent and knowledge pool is emerging. The demand for customized education is growing. There is a growing role of technology in teaching and learning and society as a whole. Digital education now plays a major role and lifelong learning is rapidly gaining ground. There is also an ever-increasing need for interdisciplinary programs. Further, there is rising importance of the issue of 'impact' versus 'economic value/valorization', and of universities being 'knowledge-driven' versus 'wisdom-driven'. This calls for creating well-structured educational models which tie in with this development in digital education. Further, provision of opportunities for HE through distance education and work-place learning at tertiary levels is expanding, globalization and internationalization.

Research will take place in an increasingly flexible way within an interdisciplinary context, and will focus more and more on resolving major social issues. Further, digitization and artificial intelligence are moving rapidly and the university system is expected to respond rapidly. The future belongs to the civic or engaged university. Quality of teaching is essential; we need to realize that we are educating the leaders of the future. Students should be trained to be responsible citizens. Research should be inspirational and a catalyst to development and transformation in society. Output should not be measured in only economic terms: impact is key to the reputation of a university. Thus AAU as a Flagship university needs to take a central role in society through its academic programs, research, community engagement and health services.

The dominant direction in higher education governance and management around the globe has been towards significantly enhancing the autonomy of universities. Noting the trends, the government of Ethiopia has granted autonomy/self-governance to AAU. It is believed that the autonomy is a crucial factor conditioning the capacity of universities to exercise their role in the society, which includes knowledge production, transmission, dissemination, and use. In the autonomy parse, the government steering policy changes to supervision, the university governance and management techniques and decision making models will change. Under self-regulation the university will transform and resume adoption of performance indicators, reduction of unit costs, intensive staff development programs, increased-co-operation with industry and business, restructuring of academic units/departments into cost centres and economically more viable units for better management.

Viewing the global trends and under the auspices of autonomy, AAU as a Flagship University is expected to develop vibrant undergraduate and graduate programs assisted by digital technology and nurture professional competence, humanistic education, scientific culture, academic excellence and cultivating committed and ethical citizenry, globally competitive and locally relevant, and research programs relevant to Ethiopia's sustainable development.

d. AAU as the first autonomous university

AAU has been granted operational autonomy to enhance its service quality including academic, research and community service. This self-governance opportunity is anticipated to allow academic freedom

which will enable the inclusion of new modalities of learning platforms, identification and implementation of nationally relevant programs and recruitment of talents which can contribute in the advancement of knowledge. Equitable access to higher education can be ascertained to reach marginalized populations by exploring new teaching modalities or establishing external campuses. Moreover, it will promote innovation by creating a conducive environment to carry out state of the art research and nurturing inquisitive minds. The university's mission will be supported by an efficient system which functions accountably but independently from political and bureaucratic processes. This move to an entrepreneurial university opens new horizons to explore solutions for financial autonomy in a sustainable manner. Consequently, talents will be retained, incentivized and promoted to achieve the bigger picture which is to becoming a nationally relevant university with a global impact. Furthermore, Addis Ababa University, by virtue of acquiring the first administrative autonomy, aspires to pioneer and guide new approaches which enhance sustainable efficient systems allowing academic, research, and community service excellence.

II.   Assessment of external and internal environment

a. External environment assessment

	Opportunities	Threats
Political	• Government's political will and support towards the autonomy complemented by policies that encourage science and innovation	• Foreign and domestic political volatility, potential political interference as well as lack of strong democratic institutions
Economic	• Economic and private sector growth accompanied by high FDI potential, regional economic integration, liberalization of telecom and financial sectors, and the growing need for competent graduates	• Business down-turn, global economic pressure and inflation, graduate unemployment, low research budget allocation, and increasing cost of higher education
Socio-cultural	• Growing urbanization, youth population, and positive attitude towards higher education	• Graduate unemployment and lack of awareness of university autonomy may affect social attitudes and innovation
Technology	• Booming IT sector and IT infrastructure, and the expansion of eLearning • Digital education(virtual) • Growing interface of machine and teacher in the changing landscape of mode of education	• Cyber-security and growing AI challenges, • Budget and energy constraints, • The potential to shift away from indigenous knowledge • Some education programs are becoming irrelevant due to AI

Legal/Regulatory	• Legal recognition for university autonomy, the right to own properties and establish business entities	• Inconsistency in promulgation and enforcement of laws, unpredictable and changing laws and policies, and lengthy customs/regulatory office procedures

b. Internal environment assessment

Themes	Major Strengths	Major Weaknesses
Leadership and Governance	• Long awaited quest for autonomy and inspiration Enabling legal environment from procl.1294 and reg.537 to transform AAU by the leaders • Diversified board composition from key stakeholders • Strong reform team appointed to senior leadership positions with a clear mandate • Loyalty and established brand	• Absence of leadership performance evaluation system • Complacence with the current performance measurement of the university with research output • Bureaucratic organizational cultures • High turnover of leaders and limited skill in leadership and governance • Limited experience in autonomy • Poor organizational communication • Centralized decisional power • Inefficient use of available resources • Too hierarchical structure and lengthy decision-making process • Too hierarchical structure and lengthy decision-making Process, overly staffed academic and support units, Uneconomical use of facilities and infrastructure • Absence of a System for ensuring accountability and recognizing best performance
Teaching-Learning	• Experienced academic staff available in some fields • Diverse curricula with internships and face-to-face and e-learning instructional strategies • Recruitment of talented students • Strong library resource • Increased demand for university enrolment • Presence of basic teaching and learning resources • Commendable staff profile	• Low student and staff motivation, overlapping programs, fragmentation, proliferation, and limitations in effectively implementing the curriculum, • Weak alignment of programs to industrialization & knowledge production, weak market forces for graduate employability, • The curriculum design don't promote excellence, innovation and are traditional doesn't address competencies) • Lack of employability competence for labor market and entrepreneurial competence for self-employment

Themes	Major Strengths	Major Weaknesses
		- Most programs lack national or international accreditation - Teaching and learning facilities are traditional, non-functional, rated as substandard. - Poor ICT infrastructure, eqipments and other facilites to assist teaching learning, poor digitization in teaching learning, - Lack of interactive and collaborative learning designs that foster excellence and innovation; extensive use of the interactive, experiential and collaborative pedagogies that most advance learning and enrich the student experience; - Low quality profile of student population to the undergraduate and post graduate programs - Disproportional focus of teaching and research among colleges - Student placement policy to programs without considering interest, capacity, - Limited enrolment of external /international students - No core labs for sciences, health and engineering programs for research and experimentation, - No adequate workshops equipment and facilities, - Productivities of academic staff is low, - Teachers lack competence and skill in some fields of studies, lack of in- house training, international training, conferences for professional development and capacity building, - None existence or inadequate staff motivation schemes, good performing teachers, good advisors, no recognition and rewards system, teachers benefit and housing allowances are inadequate,
Research & innovation	- Government-funded research and incentivized competent and experienced researchers resulting in record publications and improved university ranking. - Presence of technology Business Incubation Center (AAU-TBIC)	- Absence of (limited) researches funded by industry (lack of interest by industry to sponsor researches) - Centralized and bureaucratic fund management, inadequate funding for research and capacity building, and lack of core-research labs

Themes	Major Strengths	Major Weaknesses
	• Availability of adequate senior researchers in each college and research institute • Availability of unique research institutes/center of excellences • Ability to generate forex from international research collaborations	• Poor standard incubation centers, inability to commercialize start-ups, and problems in motivating innovators and protecting intellectual property rights • Research is mostly output driven(publication), that puts personal development first to responding to national needs • Research outputs lack outcome and impact • Lack of vertical or horizontal technology transfers to the industry/society from research outputs • Limited development and documentation of indigenous knowledges • Lack of knowledge management system • Poor integration between research and academics • Donor-driven research • Insufficient support system for researchers
University-Industry linkage and technology transfer	• Growing university-industry linkage through training, consultancy, research, internship and apprenticeship programs	• Limited externship and industry practitioners' exchange programs, lack of proper coordination and staffing • Limited interaction and exchange between the university and industry • Not enough budget allocation • Limited engagement from industries
Community Engagement and	• Increasing staff participation in professional community engagement	• Centralized structure and project-driven community services, • Weak practices in providing free professional services • Lack of awareness and misconceptions on community engagement
Facilities and Infrastructure and Technology/ Digitalization	• Availability of basic infrastructure and digital facilities and historical buildings • Location advantage, as it is at the capital of the country. • Availability of diversified locations of some colleges across the city and beyond • Existence of some digitalization initiatives for academic, research and administrative services improvement	• Lack of strategic focus and investment for technology adoption and state-of-the-art digitalization • Inefficient use of building infrastructures and ICT facilities • Existence of old, substandard, non-inclusive overwhelmed facilities being used for the unintended purposes • Low- and poor-quality infrastructure investment on recent building projects

Themes	Major Strengths	Major Weaknesses
		• Outdated and insufficient core and specialized labs for science, health and engineering • Lack of seamless integration of technologies and infrastructures with core process
Health Service	• Last tier referral for the country • Availability of multiple specialty and sub-specialty service • Better work ethics • Center for national health training	• Lack of market rate clinical services fee • Over-burdened clinical service • Limited technology use • Aging infrastructure • Poor resource management system • Poor management of patient flow • Poor quality of services • No area of focuses • Poor client satisfaction • Weak supply chain management • Poor integration between service and academia • Poor data use for decision making • Limited visibility of TASH
Internationalization	• Increasing collaborative academic and research programs, staff exchange and foreign student enrolment	• Limitations in accessing international funding and scholarships, in expanding joint PhD programs and absence of dedicated office to coordinate international affairs • Lack of clear organizational structure with authority
	• Relative growth in academic services such as ICT and library services	• Poor catering services, research-related support, and duplication of offices (Dean and Director) • Insufficient budget allocated to student services • Capacity limitation of student service facilities to growing student population • Limited graduate and international student hostel services • Free fee paying student catering and dormitory services resulted in poor sportsmanship behavior and mostly complaint among undergraduate students

III.   Strategy Formulation

Vision

To become a leading research university responsive to national needs and committed to excellence in shaping the future.

Mission

Advance excellence in education, cutting-edge research and innovation, community engagement across the broad base of knowledge, provide the highest standard clinical service to meet the needs and aspiration of our nation, region and the world.

Core Values

- *Academic Freedom and Intellectualism*: AAU upholds the right to academic freedom, enabling all members of the university community to seek the truth, enjoy free expression of thought, and engage in scholarly dialogue

- *Excellence*: AAU commits itself to the attainment of the highest standards in academic performance through high-quality programs, excellence in research and community engagement in all university functions.

- *Curiosity and Inquiry:* AAU takesan inquiry-led and evidence-based approach to creating knowledge; and fosteringacademic citizenship, whereby we commit ourselves to harnessing our intellectual abilities in the interest of our nation and humanity.

- *Transparency and Accountability:* There will be open and honest communicationabout university business and our relationship with all our stakeholders. There will be an assurance and a demonstration of accountable and responsible decision making and prudent management of resources.

- *Pioneering Spirit*: AAU will demonstrate commitment even under conditions of resource constraint to produce capable graduates who demonstrate an entrepreneurial spirit and possess skills and civic attitude necessary for the transformation of our society.

- *Innovation and Discovery*: AAU promotes the development of innovative and creative ideas that are marketable and address societal needs.

- *Care for the People and the Planet*: AAU respects interests, concerns and aspirations of communities and demonstrates environmental responsibility and commitment to social and economic wellbeing of those communities.

- *Diversity, unity, and inclusiveness*: AAU Promotes justice, fairness, democratic values, rule of law, multicultural awareness, participation, and equal opportunity in employment, education, and decision-making

IV.   Strategic intents

Strategic theme 1: Governance, leadership, and operational excellence

Strategic Goal: Build an organizational culture, structure, governance, and administration with flexible decision-making for the best support of mission attainment, efficiency, academic freedom, and excellence

Objectives:

1. Overhaul the System, Process, and Structure of the University to allow empowerment and ensure accountability
2. Attract and retain capable leadership and management who can lead and manage an autonomous entrepreneurial University.
3. Recruit, retain, and recognize competent faculty and staff Strategy/initiative
4. Optimize operational efficiency and effectiveness through the establishment of high standards and expectations.

Objective 1: Overhaul the System, Process, and Structure of the University to allow empowerment and ensure accountability

Strategies and initiatives

- Facilitate an effective, efficient, and pragmatic system with transparency and accountability that can deliver long-term success
- Develop a structure that empowers academic, research, and administrative units to excel within their scope of mandate
- Prepare and execute strategies, procedures, policies, and internal process directives aligned with best practices of an autonomous University context
- Cultivate an institutional culture that promotes scholarship, innovation, and entrepreneurship.
- Design and implement performance-based recognition and accountability

Objective 2: Attract and retain capable leadership and management who can lead   and manage an autonomous entrepreneurial University.

Strategies/ initiatives

- Develop competitive leadership selection, appointment, and reward methods to attract competent candidates
- Develop and implement an effective performance management system to evaluate management and leadership at all levels
- Provide management and leadership training programs for capacity development
- Put in place a university-wide participatory decision-making system
- Encourage an entrepreneurial mindset

Objective 3: Recruit, retain, and recognize competent faculty and staff

Strategies/initiatives

- Attract and retain the best talent by ensuring diversity, equity, and inclusiveness
- Provide continuous and relevant professional development opportunities
- Design and implement a performance-based reward and recognition system that allows differential pay system
- Create a challenging yet rewarding environment for teaching, learning, research, and scholarship

Objective 4: optimize operational efficiency and effectiveness through the establishment of high standards and expectations.

Strategies/ initiatives

- Right size to optimize the workforce and other resources to bring about operational efficiency and increase the satisfaction of all our stakeholders
- Ensure the University's financial position remains strong by adopting best practices in financial management.
- Develop and continuously improve a Support System for the effectiveness of our staff, faculty, students, Researchers and Administrators
- Ensure an inclusive, safe, and secure working environment and continuously improve working conditions
- Explore and undertake an economical way of outsourcing non-critical tasks and services

Strategic Theme 2: Academic Excellence
Strategic Goal: Achieve excellence in pedagogy, academic programs and student performance.

Objectives
1. Invest in faculty development
2. Transform the learning experiences for student success
3. Focus on strategic enrolment
4. Ensure relevance of all academic programs through ongoing curriculum development, program reviewsand program reorganization/rearrangements
5. Transform the undergraduate curriculumand strengthen graduate programs

Objective 1: Invest in faculty development
Strategies and Initiatives
- Enhance faculty professional competence and digital literacy skills that help in engaging students through high-impact learning strategies, teaching techniques, curriculum design, and providing student-centered services.
- Increase opportunities for faculty scholarship, research and creative endeavours,
- Increase the quality and capacity of pedagogical and technological/digital support,
- Build academic leadership capacity for faculty

- Design and implement a comprehensive recruitment and retention plan for diverse faculty, and that attract industry professionals and visiting professors.

Objective 2: Transform the learning experiences for student success
Strategies and Initiatives
- Develop online, hybrid certificate, diploma/degree programs and learning designs that foster excellence and innovation,
- Promote and emphasize high-impact teaching strategies, best practices and academic support/co-curricular programs for student engagement to promote learning, learning outcomes, academic support, and retention.
- Develop entrepreneurial skills and digital literacy, and integrate career preparation opportunities to include cooperative, internships, international education, civic engagement, and other activities that build the skills necessary to secure gainful employment in a competitive market,
- Create environments that enable flexible and interactive learning; upgrade existing facilities, classrooms, laboratories and workshops, student recreation and sport/athletics facilities,
- Review policies, processes, and operations to enhance responsiveness to student needs.

Objective 3: Focus on strategic enrolment
Strategies and Initiatives
- Develop student admission policy, criteria and guidelines that address diversity, equity, and inclusiveness.
- Develop inclusive strategic enrolment process ensuring partnership between Enrolment Management and Academic Affairs, University resources including student financial aid are sufficient to support the enrolment management plan,
- Recruit a prepared, intellectually curious/talented, diversified student body, and increase numbers of international students,
- Provide seamless services from pre-enrolment through to graduation and alumni engagement.
- Create a strategic enrolment plan with specific, but not exclusive, focus on enhancing our commitment to the nation/regions, increasing educational opportunities for underrepresented student populations, and serving students with diverse academic needs

Objective 4: Ensure relevance of all academic programs through ongoing curriculum development, program reviews and program reorganization/rearrangements

Strategies and Initiatives
- Ensure and promote relevant, high-quality accredited undergraduate and graduate degree programs by implementing ongoing reviews, instituting curricular and program improvements, program reorganization and rearrangements based on international standards
- Build distinctive non-degree offerings that engage the creativity and talent and indigenous knowledge of our community
- Ensure academic programs quality, relevance, and sustainable demand with the capacity, resources, and ability to grow enrolment and ensure effective implementation

- Deliver academically rigorous, inspiring courses that are enriched by research and distinguished from other universities by their design/cross-curricular; interdisciplinary/multi disciplinary, experiential learning, class size, quality teaching and flexible, interactive delivery
- Increase capacity in existing programs identified as having high demand with the technological infrastructure to support SMART instructional classroom

Objective 5: Transform the undergraduate curriculum and strengthen graduate programs

Strategies and Initiatives
- Embed new graduate qualities (21st century skills) and a new curriculum framework in all undergraduate degrees
- Establish a unique undergraduate degree and vertically integrated degree pathways (e.g. Bachelor of advanced studies/3 years undergraduate courses or bachelor + 1 year specialist training, double degree combination, bachelor + profession specialist 1-2 years),
- Design and run demand-driven programs that increase students' employability and global competencies,
- Develop and implement honour programs (in selected Masters and PhD),
- Develop a University-wide approach to assessing graduate qualities.

Strategic Theme 3:Excellence in Research, Innovation and Development

Strategic Goal: Strengthen the excellence in knowledge creation and generating of adaptable scientific solutions to complex socio-economic and environmental challenges through research, innovation and technology transfer to the industry and community at large

Objectives

1. Attract , build the capacity of and diversify researchers
2. Increase and diversify impactful research /innovation and funding
3. Invest in cutting edge research and innovation facilities
4. Enhance the dissemination of research results through various scientific outlets and community engagement
5. Establish indigenous knowledge systems

Objective 1: Attract, build the capacity of & diversify researchers
- Attract, nurture and retain researchers and innovators
- Conduct capacity building programs for researchers and innovators
- Recognize researchers and innovators
- Increase the participation of students in research programs
- Increase and diversify networks

Objective 2: Increase & diversify impactful research/innovation and funding
- Update the research priority areas of the university

- Introduce new in-house research & innovation funding schemes
- Increase the number of joint & collaborative researches with industry, foreign collaborators and other research partners
- Develop and enrich database on funding organizations

Objective 3: Invest in cutting-edge research and innovation facilities
- Design and implement research management systems
- Establish new and upgrade existing laboratories and workshops
- Update the central data repository & sharing system in a more accessible way
- Enhance and equip the incubation centre for increasing commercialization & patenting of products from incubation

Objective 4: Enhance the dissemination of research results through various scientific outlets and community engagement
- Develop and implement community-based projects based on research outputs
- Increase the number of publications in reputable journals
- Incentivize publishing in reputable journals
- Improve the reputability and publishing capacity of local journals
- Organize national and international conferences, workshops and seminars

Objective 5 : Establish indigenous knowledge systems
- Establish indigenous knowledge research hub/centre/network
- Increase the number of joint research outputs on indigenous knowledge
- Catalogue indigenous knowledge systems of Ethiopia

Strategic Theme 4: Community Engagement& Technology Transfer

Strategic Goal: Strengthen knowledge-based community engagement for sustainable socio-economic transformation

Objectives:
1. Increase staff and student awareness on community engagement
2. Improve University and industry linkage systems and practices
3. Enhance scholarly and multidisciplinary community engagement programs/projects

Objective 1: Increase staff& student awareness and engagement on community engagement
Strategies and initiatives
- Conduct awareness creation sessions about community engagement
- Reward faculty& students with illustrious track-record of impactful community engagement practices
- Revise existing and devise new systems of measuring community engagement practices by faculty members

Objective 2: Improve University and industry linkage systems and practices
Strategies and initiatives
- Establish & regularly conduct AAU-Industry (community) forums

- Increase the number of collaborative engagements with industry
- Strengthen industrial internship programs
- Increase the number of industry professionals involved in teaching & advising university students
- Offer demand-driven consultancy and training services to industry

Objective 3: Enhance scholarly and multidisciplinary community engagement programs/projects
Strategies and initiatives
- Provide technical & financial support for community engagement proposals from staff, graduate students & the industry/community
- Assess, upgrade and revitalize existing community engagement centres in different colleges/centers,
- Increase the number of new community engagement centres and satellite projects
- Conduct abridged translation of research results into local languages for implementation by beneficiary communities

Strategic Theme 5: Excellence in Health Service

Strategic goal: Establish integrated people centered health services

Objectives:
1. Improve the process of health services delivery to optimize patients 'continuum and quality of care
2. Enhance health service financing to support the hospitals core activities
3. Invest on capacity building to deliver compassionate, respectful care
4. Invest on cutting edge technology to support patients 'care
5. Develop medical tourism capabilities

Objective 1: Improve the process of health service delivery to optimize patients' continuum and quality of care

Strategies and initiatives

- Standardize care process to assure seamless integrated health service
- Invest in the infrastructure of TASH
- Provide health services in the community to improve access to care
- Establish national centers of excellence based on public needs
- Strengthen the health supply management system to maintain a steady supply of pharmaceuticals and supplies
- Organize a biomedical engineering center which supports the hospital and the nation at large
- Organize and implement a robust health management information system

Objective 2: Enhance health service financing to support the hospitals core activities

Strategies and initiatives

- Revise the hospitals' service fees to competitively deliver excellent health service

- Implement innovative resource mobilization scheme **:** eg community pharmacy , laboratory , private service, rehabilitation centers , Import and export enterprise , pharmaceutical supply productions etc
- Establish TASH foundation which will support resource mobilization
- Create a conducive environment to initiate public private partnership
- Establish an efficient utilization of health insurance

Objective 3: Invest on capacity building to deliver compassionate, respectful care

Strategies and initiatives

- Retain and incentivize best health professionals
- Strengthen the continuous professional development training center
- Engage health professionals in teaching /learning activities of the college of health science
- Invest in improving the health professional working environment

Objective 4: Acquire cutting edge technology to support patients' care

Strategies and initiatives

- Fully digitalize health service delivery and customer handling systems
- Modernize the health information management system
- Acquire high end diagnostic services (Lab, Imaging, Pathology, endoscopy, Nuclear medicine)
- Establish telemedicine system
- Provide high quality interventional treatment

Objective 5: Develop medical tourism

Strategies and initiatives

- Make TASH a preferred patient care facility
- Organize an office for international patients
- Establish a separate medical tourism facility
- Develop hospitality facilities (Transport, Hotel)

Strategic Theme 6: Sustainable Infrastructure and Digitalization

Strategic Goal: Enhancing facilities, infrastructure, and digital services for university excellence

Objectives
1. Create digitally enabled teaching-learning, research, core and support business processes of the university through digitalization
2. Improve physical facilities and infrastructure to support university core business processes

Objective 1: Create digitally enabled teaching-learning, research, core and support business processes of the university through digitalization

Strategic Initiatives

- Establishing standard Information Technology (IT) Governance system
- Strengthening digital literacy enhancement of the university community
- Creating digitally enabled library and virtual discovery capabilities

- Advancing the use of digital technologies for online teaching learning, research and collaborative services.
- Enhancing university service delivery through business process automation and user applications

Objective 2: Improve physical facilities and infrastructure to support university core business processes

Strategic Initiatives

- Sustaining existing facilities through renovation and maintenance for enhanced service delivery.
- Initiate and implement fit-for-purpose infrastructures for existing and new university initiatives.
- Advancing existing and new infrastructure and facilities to promote revenue generation and innovation efforts of the university.

Objective 3: Enhance digital infrastructures for enablement of core processes of the university

Strategic Initiatives

- Increase the digital outreach and accessibility of library through digitalization investment and services
- Enabling emerging technologies for core and support business processes of the university and revenue generation;
- Enhancing the technological infrastructure to support SMART instructional classroom and smart campuses
- Advancing the use of secured and suitable technological infrastructures for research, community service and clinical services.

Strategic theme 7 : Partnership and Internationalization

Strategic goal: Advance transformative partnerships and excelling international engagements throughstrategic corporate communication, productive public relations and marketing communication strategies

Objectives :

1. Sustain and foster new strategic partnerships for institutional autonomy and responsiveness to national priorities and socio-economic development
2. Craft and advance AAU's transnational engagement for marketing and internationalization of higher education

Objective 1: Sustain and foster new strategicpartnerships for institutional autonomy and responsiveness to national priorities and socio-economic development.

Strategic Initiatives

- Strength and establishing productive partnerships with stakeholders for funding, capacity building, scholarship, and innovation transfer.
- Promote networking with local and African research universities to engage in the socio-economic development of communities.
- Extend and establish new partnerships with international and regional donors
- Strengthen alumni relationships and cooperation to engage in AAU's areas of priority.

- Organize fundraising platforms to mobilize resource

Objective2: Craft and advance AAU's transnational engagement for marketing and internationalization of higher education.

Strategic Initiatives

- Maintain the reputation of and rebrand AAU as responsive to global demands,and as a university of excellence in universal education and service to humanity.
- Establish new intensive research cooperation with regional and global universities.
- Promote regional visibility and market AAU's products, services and business through strategic marketing communication
- Advance academic rigor, vibrant student scholarship and promote AAU's overall achievements by facilitating dual, double or joint degree offers through cooperation with overseas partners.
- Facilitate student and faculty exchange and international experience sharing schemes

Strategic Theme 8: Resource Mobilization and Diversification.

Strategic Goal: Transform the Resource Mobilization and diversification capacity of the university

Objectives:
1. Promote innovative business enterprises
2. Boost existing internal resource mobilization.
3. Commercialize research, training& development, and consultancy services
4. Forge project-based collaborations
5. Intensify Fund-Raising Campaign from Alumni and other sources

Objective 1: Set up business enterprises at headquarters that accommodates different college/institute portfolios.

Strategy initiatives

- Expand outreach academic programs (opening satellite campuses locally and overseas in physical, distance and eLearning modes).
- Expand competency testing centers (administer job screening exams for companies, placement centers, administer standard tests, competency certifications, etc.)
- Open full-fledged health service centers with vertically integrated health value chain(import and distribution of pharmaceuticals, manufacturing, health services and pharmacy shops)
- Establish Business Development Services (BDS), performance and visual arts, entrepreneurship, innovation and incubation , TTOs and legal service centers
- Establish agro-processing enterprises (dairy farming, poultry, fattening, etc.)
  Initiatives:
  - Open University model shopping centers for internal marketing
  - Establish AAU Community school
  - Launch catering and guest house services

Objective 2: Boost Existing Internal Resource Mobilization and Optimization

Strategy initiatives

- Optimize the use of available Cafeterias, Halls, Labs, Classrooms
- Provide rental accommodation services to students
- Rent buildings (Monetize assets) and other assets through revised and new service fee structures
- Attract fee-paying students
  Initiatives:
  1. Optimize operation costs related to its services

  2. Right size the academic – admin staff mix

  3. Outsource non-core services in phases

Objective 3: Commercialize Research, Training & Development, and consultancy services

Strategies:

- Produce marketable research output and outcomes
- Provide need-based trainings and development to the industry
- Provide consultancy services to the industry
- Organize high level conferences and seminars with payments
- Organize public events and Philanthropies to generate income

Initiative:

- Export professionals to the overseas market through competency based training inrelevant languages (Arabic, Chinese, English, Kiswahili, neighboring countries languages, etc

Objective 4: Forge Project-based Industry, National, International Collaborations and Investment Initiatives

Strategies:

- Launch funded academic partnerships
- Run donor funded collaborative industry national and international research projects
- Establish Strategic Partnership with Addis Ababa City

Initiatives:

- Forge public private partnership agreements in areas of land development, hospital service ,and finishing of building projects

Objective 5: Intensify Fund-Raising Campaign from Alumni other sources

Strategies:

- Establish alumni office for give back programs
- Establish AAU endowment fund
- Identify and solicit potential donors