

## Setting up Adama University – A Framework

Release 1.1  
December 6, 2007

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# 1 Fundamental Objectives

Four fundamental objectives set by the governmental authorities together form the basis of this framework:

1. Adama University (AU) shall become a model university for Ethiopia emphasizing economic development and university-enterprise cooperation according to the German paradigm.
2. Adama University shall become a model university for excellence in teaching, learning and applied research.
3. Adama University shall be attractive in international university partnerships and networks.
4. Adama University shall be the center of vocational teacher education in Ethiopia.

## 2 Management Summary

This document presents a framework and a change management concept, including a draft action plan and an extra cost estimate, for the transformation of current Adama University into a model university for Ethiopia. Within an optimistic period of five years, this very ambitious process following the German paradigm may lead Adama University to an Ethiopian University and Center of Vocational Teacher Education that matches international university standards.

This framework introduces a lean new corporate governance with a flat leadership structure, and defines a new relationship between Government and university. Central element in this innovative approach is introduction of a *Supervisory Board* and a *Managing Board* similar to public companies. The Ethiopian Government is represented in the Supervisory Board simultaneously by the Ministers of Education and Capacity Building (public sector member group; max. four members). Other member groups are the private sector (max. four representatives) and Adama University community (max. two members). This structure clearly separates strategy and control from operations of Adama University and is the basis of the university's autonomy.

Other innovative elements are introduction of a global university budget and university internal budgets with a transparent accounting and budget control system. Unspent budget shall be carried forward to the next fiscal year. Based on the principle of management by objectives, operational subunits of Adama University shall have a great deal of autonomy with clear assignment of responsibility and accountability.

Former faculties shall be replaced by four (model A) or five (model B) schools with departments as subunits. Each school clusters a set of related core competences and collaborates with other schools in teaching and research. As an example, the *School of Engineering* and the *School of Pedagogic and Vocational Teacher Education* jointly educate vocational teachers in manufacturing: the School of Engineering contributes the technical / disciplinary part which is complemented with the pedagogic / didactic part delivered by the School of Pedagogic and Vocational Teacher Education.

Current curricula, which do not match the international university standards, shall persist for a while because the students enrolled rightly expect continuity. New Bachelor-, Master- and

doctorate-programs according to the European Bologna Process shall be introduced immediately (Bachelor and Master) or very soon (doctorate). It is a prerequisite that Adama University be entitled to award those degrees. Curricula definition jointly takes place with stakeholders from the practice putting emphasis on economic relevance and job prospects.

The enhanced level curricula require upgrading of labs, library, IT-infrastructure with fast internet access and international exchange. Visiting lecturers and professors from abroad offering block courses at Adama University assist to introduce new curricula, to create twinning programs with universities abroad and to induce ingoing/outgoing student mobilities. Fast infrastructure enhancement is a supporting means for fast teaching staff upgrading and promotion, as well as preparing the ground for starting up significant and relevant research activities and collaborations with enterprises.

Teaching staff qualification needs to be upgraded very fast. For this purpose high potential Bachelor level teachers (4 cycles, totally 55) and high potential Master level teachers (3 cycles, totally 60) shall be relieved from half of their teaching obligations for *Master by Research Studies* respective *Research Doctorate Studies* within Adama University. Master Degrees and Doctor Degrees shall be granted by Adama University. Supervision jointly is done by Associate Professors to be appointed very soon and visiting professors from abroad. This scheme binds the upgraded candidates to Adama University, teaching staff profile is considerably improved and substantial applied research activity (quantitative and qualitative) beneficial for the regional economy is initiated.

Administrative processes shall be reengineered and implemented in a new lean modern *Administration Division* offering all services common to more than one Adama University internal client unit. Especially it centralizes student administration leaving only subject specific consultation with the schools. Additional duties are book keeping, accounting and budgeting, human resources administration and social services. The new *Compound Services Division* combines construction, (preventive) maintenance, general services and security in a professionalized entity.

Additional elements of the new Adama University organization are *Institutes* which are self contained legal subunits of Adama University or legally independent units contractually bound to Adama University. The first such unit shall be the *Further Training and Human Resource Development Centre*.

*Central Academic Service Units* like the Computer Centre, the Library or International Office provide support services to the university community.

Another innovative governance element is the *Extended Management Team* composed of the Managing Board, the Deans and the Heads of Administration and Compound Services with the duty to meet regularly to exchange daily affairs information and identify needs of change, discuss budgetary, administrative, collaborative and strategic matters.

The *Academic Senate* is in charge of common academic affairs, including quality of studies, academic programs, procedures and criteria for selection of academic heads and the like.

The new innovative and lean organization shall lead to staff structure changes, quantitatively and qualitatively. Therefore incentives, staff development, staff promotion and staff management play an important role during the transformation process leading to a new culture of participation, accountability, confidence, team spirit and initiative, and to efficient processes in favor of students and economy. Adama University shall be an attractive workplace and employer for competent, motivated and productive staff which reduces fluctuation and thus preserves and accumulates competence.

Transforming Adama University within a five years period is a very ambitious aim and far reaching project. It requires the joint mandate of the Ministers of Education and Capacity Building and approval of this framework including the binding provision of regular and extra transformation cost budgets.

Change management applies a combined “top-down” – “bottom-up” approach. “Top-down” is the approved framework’s input, “bottom-up” is the pronounced participation of staff and students as the local experts in filling in the details. A core team including the Founder President guides the process targeted and timely.

The scope of this framework is a *phase one* of building the new Adama University following the fundamental objectives set by the Government. It is focused appropriately without losing sight of environmental, gender-, civic- and social aspects. The building block concept allows later on adding a *phase two* of Adama University development widening its fields of competence and activity.

Hard core elements of this framework like Managing Board, Supervisory Board, described Government – university interaction, global budget, entitlement to grant BA-, MA- and PhD-degrees may not be abandoned without relinquishing the objectives (see chap 15 page 97 for an extended list). The majority of framework items are soft core elements whose details may be shaped with substantial staff participation; all key positions shall be publicly announced and open for local applicants.