



Bahir Dar University

Faculty of Social Sciences

Five Years (2025-2030) Strategic Plan

Table of Contents

Five Years (2025-2030) Strategic Plan	0
1. Introduction.....	2
2. Mission, Vision, and Core Values	4
Vision.....	4
Mission.....	4
Core values of the Faculty	4
3. Analysis of FSS’s Strengths, Weakness, Opportunities and Threats	5
3.1. Strengths of FSS	5
3.2. Weaknesses, Opportunities and Threats of FSS	9
3.2.2. Opportunities.....	10
3.2.3. Threats.....	11
4. Faculty of Social Sciences Strategic Themes, Strategic Goals and Strategic Objectives for the years (2025-2030)	12
4.1. Strategic Goals of the FSSs.....	12
Strategic Theme 1: Academic Excellence and Student Success	13
Strategic Theme 2: Research and Innovation	18
Strategic Theme 3: Community Engagement and Technology Transfer	24
Strategic Theme 4: Human Resource Development	27
Strategic Theme 5: Governance and Leadership	28
Strategic Theme 6: Resource Mobilization and Diversification	33
Strategic Theme 7: Facilities and Infrastructure	34
Strategic Theme 8: Digitalization and Digital Transformation.....	37
Strategic Theme 9: Internationalization and Strategic Partnerships	38
5. Implementation Assessment and Evaluation	42

Introduction

The Faculty of Social Sciences was established in September 2008 with the primary goal of fostering collaboration among its constituent departments. This structure was designed to promote interdisciplinary synergy, enabling the departments to collectively excel in research, community engagement, and teaching across the broad spectrum of social sciences. As an integral part of Bahir Dar University, the Faculty of Social Sciences stands among several faculties within the university's diverse colleges and institutes. It currently encompasses six departments: Political Science and International Studies, Geography and Environmental Studies, History and Heritage Management, Social Anthropology, Social Work, and Gender and Development Studies. Each department contributes specialized expertise, enriching the faculty's overall capacity to address complex social phenomena and advance scholarly and practical knowledge. The faculty offers teachings in nine undergraduate programs. In addition, it encompasses thirteen master's degree programs across various disciplines, including Political Science, Peace and Conflict Studies, History, Heritage and Muslim Studies, Social Anthropology, Sociology, Social Work, Gender and Development Studies, Geography and Environmental Studies, Geo-information Science, Urban and Regional Development Planning, Environmental Management, and Population Studies.

This Strategic Plan articulates the Faculty of Social Sciences at Bahir Dar University's comprehensive approach to maximizing the individual, social, and cultural impact of its academic and research activities. It delineates how the Faculty will foster continued excellence and growth in research, teaching, learning, internationalization, and community engagement, ultimately enhancing its reputation as a leader in these domains. Serving as the foundational framework for decision-making, this Plan directs the allocation of resources, the launch of new academic initiatives, and the ongoing evaluation of existing programs. Designed to guide the Faculty over the next five years, it is recommended that the Faculty's steering committee undertake a thorough review of the Plan after three years to ensure continued relevance and responsiveness.

The development of this Strategic Plan was informed by key guiding principles: the Faculty's Mission Statement, which defines its purpose; its Vision Statement, which describes its

aspirational future; a set of Core Values that underpin all activities; and a rigorous assessment of both internal strengths and weaknesses and external opportunities and threats, conducted through a SWOT analysis. The Plan concludes with clearly defined Goals and a strategic portfolio of actionable Strategies, offering a structured pathway for realizing these objectives and advancing the Faculty's mission.

This strategic plan is carefully formulated in response to the current educational landscape of the country, the emerging challenges confronting the Faculty, and, fundamentally, the core vision of the Faculty as previously outlined. Furthermore, it is aligned with and serves as an extension of the overarching strategic framework of Bahir Dar University. The primary aim of this strategy is to actualize the vision of the Faculty of Social Sciences comprehensively.

Key indicators of success in realizing this vision include:

- Establishing and maintaining a prominent standing in both national and regional academic rankings.
- Ensuring the consistent admission of highly qualified and capable students across all educational programs within the Faculty.
- Enhancing the quality and expanding the volume of research activities conducted by the Faculty's academic staff.
- Demonstrating measurable and impactful community engagement initiatives.

The strategic plan prioritizes the Faculty's sustained commitment to the University's fundamental missions—research, community engagement, postgraduate education, and the delivery of high-quality instruction—across its six established departments. Upholding these core services is essential to the Faculty's vision of positioning Bahir Dar University as a nationally and internationally recognized research-intensive institution. Achieving this vision necessitates an ambitious approach to advancing research excellence, deepening community partnerships, enhancing international collaboration, and ensuring superior teaching standards. The plan clearly articulates a set of principal strategic objectives and details the Faculty of Social Sciences' comprehensive approach to realizing these goals through focused implementation.

The strategic plan is designed to incorporate comprehensive strategies aimed at advancing the faculty's excellence across research, community engagement, as well as undergraduate and graduate education, alongside fostering greater internationalization. Each component of the plan is intended to guide the ongoing development of the faculty, its constituent departments, and associated research initiatives. Over time, this plan will undergo continuous evaluation and refinement to ensure alignment with emerging needs and changing circumstances. Objectives that remain unmet will be revised or discontinued, while new goals will be introduced as appropriate. Additionally, the faculty's priorities will be regularly reviewed and adjusted to reflect evolving institutional and academic imperatives.

2. Mission, Vision, and Core Values

Vision

By 2030, the faculty of social sciences aspires to be the first choice faculty in Ethiopia and a recognized center of social science research and Education in Eastern Africa.

Mission

The faculty plays an essential role in the University's mission: "to significantly contribute for the social, cultural, economic, political, scientific and technological development of the nation; through the provision of high quality education, and active engagement in research activities; and facilitating outreach activities for better serving our community need." As the most diverse academic unit of Bahir Dar University, the Faculty of Social Sciences is committed to excellence in instruction, research, and community engagement. Its disciplines promote extensive interaction between faculty and students, attention to individual development of critical and creative thinking, the building of interdisciplinary communities through partnerships both internal and external, and the development of new knowledge through research and creative activities.

Core values of the Faculty

The faculty simply adopts the core values of the university:

- ✦ Integrity
- ✦ Commitment

- ✦ Inclusiveness
- ✦ Quality
- ✦ Pursuit of Wisdom
- ✦ Excellence
- ✦ Social Responsibility
- ✦ Diversity
- ✦ Discourse
- ✦ Equity
- ✦ Internalization
- ✦ Empowerment

3. Analysis of FSS's Strengths, Weakness, Opportunities and Threats

Conducting a comprehensive SWOT analysis of the Faculty of Social Sciences (FSS) was an essential foundation for establishing strategic objectives and directions. This analysis illuminated key strengths and accomplishments of FSS, while also identifying critical areas requiring focused improvement in the forthcoming Strategic Plan (SP). The findings from the SWOT assessment have been synthesized, thematically categorized, and are presented below.

3.1. Strengths of FSS

Strengths in Teaching and Learning

The Faculty of Social Sciences (FSS) demonstrates remarkable strengths in learning and teaching through its innovative pedagogical approaches, comprehensive curriculum design, and commitment to academic excellence. It fosters an environment conducive to active engagement, critical thinking, and practical application of knowledge; ensuring students develop both theoretical understanding and real-world skills. The faculty is characterized by highly qualified and dedicated educators who employ diverse teaching methods, including participatory learning, case studies, and research-based assignments, to enhance students' analytical abilities. Additionally, FSS emphasizes student-centered learning, continuous assessment, and the integration of indigenous and regional knowledge systems, which strengthen the relevance and

quality of education. These strengths collectively contribute to producing well-rounded graduates equipped to address regional and national challenges effectively.

Strengths in Research

The Faculty of Social Sciences (FSS) has emerged as a dynamic hub of scholarly inquiry, distinguished by its robust research culture and increasing demand for its researchers both nationally and internationally. Anchored in clearly defined research agendas that prioritize peacebuilding, governance, sustainable development, and regional integration in the Horn of Africa, the faculty produces contextually grounded yet globally relevant knowledge. Its academic programs are inherently interdisciplinary, integrating political science, anthropology, history, gender, sociology, and environmental studies to address complex societal challenges. This interdisciplinary orientation enables innovative approaches to pressing issues such as ethno-political conflict, refugee integration, and indigenous knowledge systems. Critically, the FSS's research priorities are closely aligned with global agendas, including the African Union's Agenda 2063, the United Nations Sustainable Development Goals (SDGs), and BRICS collaborative research initiatives, positioning the faculty as a key contributor to international scholarship on African development and security.

The faculty members are participating in both externally and internally funded research projects; faculty members are actively involved in university-funded research initiatives annually. The faculty has hosted 12th national conferences, along with various seminars, workshops, and research training sessions. The faculty also has nationally accredited journal. Through this journal and other internationally known journals, several staff members have published several articles. However, relative to the university's ambitious vision, these achievements remain modest and signify room for further growth.

The initiatives undertaken thus far are commendable; however, there remains substantial work to be done to fully realize the faculty's research and community engagement missions and goals. Priorities for the coming years should include enhancing research infrastructure, increasing the faculty's research budget, fostering a strong research culture, and advancing the research skills of staff members. Additionally, establishing clear, well-defined guidelines for the management of research and community engagement activities, as well as strengthening partnerships between

postgraduate programs and both local and external research institutions, are essential steps toward elevating the faculty's research capacity. Finally, developing effective incentives and mechanisms to encourage and embed a vibrant research culture among faculty staff is crucial for sustained progress.

Strengths in Community Engagement

The Faculty of Social Sciences demonstrates remarkable strength in community engagement by leveraging the unique relevance of social science disciplines to address community-driven problems. Through its interdisciplinary approach, the faculty applies theoretical insights and empirical research methods to understand and respond to the social, economic, and political challenges faced by local communities. Social science offers vital tools for analyzing human behavior, societal structures, and cultural dynamics, enabling the faculty to facilitate participatory development, conflict resolution, and inclusive policymaking. By fostering close collaboration with communities, the faculty ensures that interventions are grounded in local realities and indigenous knowledge, thus promoting sustainable solutions that empower communities to take ownership of their development trajectories. This localized, research-informed engagement bridges academic knowledge and practical action, making social science an indispensable resource for community-centered problem-solving in the region. Some of the exemplary efforts of community engagement include: The faculty has actively advanced its community engagement initiatives, demonstrating notable expertise in capacity building, waste management, and hygiene-related outreach within neighboring kebeles of Bahir Dar town and Merawi. These efforts have contributed positively to local development through targeted training programs and practical community services. Moving forward, the faculty aims to expand its role by intensifying capacity building in critical areas such as education, good governance, and civil society strengthening. Additionally, it plans to enhance services related to environmental sustainability, gender equity, and cultural heritage preservation. Despite these achievements and ambitions, challenges remain regarding the allocation of responsibilities and other administrative constraints affecting the effective management of these activities. A thorough assessment of these issues is required to optimize the faculty's community engagement and ensure sustainable impact.

Strengths in Human and Resource Development

The Faculty of Social Sciences excels in human and resource development through a diversified, highly qualified staff continuum, spanning lecturers to full professors, whose cumulative expertise strengthens teaching, research, and community engagement; this depth is reinforced by a structured, continuous staff development plan that includes regular postgraduate training, targeted short courses, mentoring for early-career faculty, capacity-building workshops in pedagogy and research methods, and a transparent career progression framework aligned with performance, service, and scholarly outputs.

Strengths in Governance and Leadership

Effective leadership and sound governance are essential pillars for the success of any institution. The faculty has diligently managed teaching and learning processes, research programs, and community engagement in strict accordance with the university's governing laws and regulations. It has adhered to principles of transparency, accountability, and inclusive participation throughout its operations. A strong spirit of collaboration and open communication has been fostered among department heads, the vice dean, staff members, and student representatives.

However, challenges have arisen in executing activities related to finance, procurement, payments, and timely service provision, alongside occasional interpersonal conflicts. Moving forward, we are committed to rigorous oversight of financial processes, employing transparent, participatory, and democratic methods to address disagreements and resolve conflicts. We also emphasize delivering efficient services to all stakeholders, maintaining regular and timely communication with students, faculty, and partners, and making clear, well-informed decisions on issues as they arise. These core values will be vigorously upheld to advance the quality of education within the faculty.

Strategic Cooperation and communication

The Faculty of Social Sciences maintains robust collaborations with a diverse range of national and international partners. Nationally, it engages closely with institutions such as the Amhara Development Association, the Amhara National Regional State Bureau of Women, Children, and

Youth Affairs, the National Archives and Library Agency, Plan International Ethiopia (Amhara Program Area), the Ministry of Women, Children and Social Affairs, the Amhara Police Commission, the Bureau of Culture and Tourism, the Institute of Foreign Affairs, the Ministry of Foreign Affairs, and the Ministry of Health. On the international front, the faculty collaborates with esteemed organizations including Erasmus University Rotterdam, the University of Antwerp, British Council Ethiopia, and the Life and Peace Institute. Looking ahead, the faculty is committed to strengthening these existing partnerships and forging new alliances over the next five years.

3.2. Weaknesses, Opportunities and Threats of FSS

3.2.1 Weaknesses

The Faculty of Social Sciences has shown a weaknesses pattern centered on Teaching and Learning, evidenced by consistently low student enrollment in several departments—such as Gender and Development, History, Civics and Ethical Studies, and Social Anthropology, with some years like 2018 producing few or no students at all. In addition, the quality of the distance and continuing education programs has suffered for a prolonged period. Beyond serving as a vehicle for staff promotion, a source of revenue for the university, and an alternative staff-support mechanism, the program is yielding graduates with limited visibility in the job market. Consequently, there is an urgent need for robust quality and relevance control mechanisms. Academic staff and student motivation are waning, and classroom instruction is not adequately supported by technologies that would help students become effective problem solvers and solution-focused professionals.

There is a gap between research output and the agreements governing them, particularly for internally funded projects at Bahir Dar University (BDU). Staffs are not consistently leveraging external funding opportunities by developing coherent themes, which represents a significant growth area for the faculty. The current absence of a robust multidisciplinary research framework hinders the comprehensive accumulation of knowledge on key problem areas. The impact of university research on stakeholders is not clearly articulated or demonstrated.

Regarding the review process for BDU-funded projects, there is a lack of well-defined, consensus criteria that all staff can agree upon, contributing to governance weaknesses.

Additionally, research budget allocations to the Faculty of Social Sciences (FSS) appear insufficient and misaligned with the size of the staff, the number of postgraduate and graduate students, and the faculty's prior research outputs.

In our faculty, there has been a weak linkage between teaching, research, and community engagement. Community engagements over the years have largely focused on capacity building through training, the creation of model sites, and selective consultancy services and technology transfer. Recently, a broader mega-project approach that integrates teaching and learning, research, and community engagement has emerged, but the connections among these core missions remain insufficient. Teaching and research findings are not effectively translated into community impact, and university–industry linkages are underdeveloped. Connecting students with their communities through field placements and similar opportunities would provide first-hand exposure to societal problems and help braid real-world issues into classroom learning.

There is also a lack of reciprocal, mutually beneficial relationships with stakeholders. Community engagement has often followed a faculty-driven plan based on academic staff interests. Although improvements have occurred, substantial work remains in mapping stakeholders' strengths and clarifying their roles in service provision. Doing so would support the development of a holistic, well-coordinated intervention strategy.

Although the Faculty of Social Sciences (FSS) has established several national and international partnerships, challenges remain in sustaining MOUs with key stakeholders. There are difficulties in forming new partnerships and in ensuring that existing ones are fully effective, with only a few partnerships delivering consistent outcomes.

3.2.2. Opportunities

The Faculty has assessed and evaluated the previous performances and identified its strengths and weaknesses.

- The region's rich historical, cultural, and geographical context offers the faculty invaluable opportunities for practical education.

- The city’s increasing prominence as a hub for diverse political, socio-economic, and cultural matters of both national and international significance further enhances this potential.
- The University’s firm commitment to launching and expanding postgraduate programs, research initiatives, and community services drives continuous academic growth.
- Moreover, the faculty boasts an increasingly distinguished academic staff, elevating its scholarly profile.

3.2.3. Threats

The faculty faces a range of interrelated structural and systemic challenges that hinder its academic and research performance.

- A persistent *lack of employment opportunities* for graduates has negatively influenced student enrollment, undermining program attractiveness and long-term sustainability. This is compounded by chronic budget constraints, which severely limit the capacity to conduct high-quality, impactful research and sustain scholarly activities.
- Incoming students often exhibit a weak academic foundation, making it difficult to meet graduation standards, thereby affecting the overall quality of output. Concurrently, there is a *limited research culture* within the Faculty, particularly in securing external funding, managing collaborative projects, and publishing in peer-reviewed outlets. This reflects broader gaps in research mentorship, grant-writing capacity, and institutional support.
- Critical infrastructure deficits persist, including insufficient classrooms, laboratory spaces, and computer centers, which constrain teaching and learning effectiveness. Faculty members also face difficulties due to the shortage of essential facilities such as offices, computers, staff housing, and reliable transportation services. These logistical challenges are exacerbated by delays in financial processing, which disrupt project implementation and day-to-day operations.
- Furthermore, the Faculty Library suffers from resource shortages and organizational inefficiencies, limiting access to current academic materials. Collectively, these issues contribute to declining student interest and low enrollment, threatening the faculty’s viability and academic relevance.

4. Faculty of Social Sciences Strategic Themes, Strategic Goals and Strategic Objectives for the years (2025-2030)

Drawing upon our home university's strategic plan for 2025-2030 E.C., insights from our previous performance evaluations, and the directives from various faculty organs, we have developed our strategic plan for the upcoming five years. The faculty's strategic themes encompass:

1. Academic Excellence and Student Success
2. Research and Innovation
3. Community Engagement and Technology Transfer
4. Human Resource Development
5. Governance and Leadership
6. Resource Mobilization and Diversification
7. Facilities and Infrastructure
8. Digitalization and Digital Transformation
9. Internationalization and Partnerships

4.1. Strategic Goals of the FSSs

Based on the above strategic themes (focus areas), the Faculty sets its goals to be achieved in the coming five years. The goals are:

1. Enhance program quality, diversity, and student success.
2. Advance research and indigenous knowledge for impactful outcomes.
3. Integrate multidisciplinary community engagement via strategic partnerships.
4. Build the capacity and professional integrity of Staff of the Faculty
5. Improve Faculty administration, management and organization efficiency
6. Increase mechanisms for financial resource mobilization and diversification
7. Expand and diversify revenue streams
8. Promote alumni and diaspora engagements for financial support
9. Develop and implement strategies governing university facilities, infrastructure use, and management

10. Modernize FSS’s infrastructure and facilities
11. Expand the ICT infrastructure to facilitate teaching-learning, research, and operational efficiency
12. Enhance the system of ICT use and digitalization to improve accessibility and standards
13. Enhance provision of digital services in the teaching-learning, research and operational processes
14. Ensure the security, and safety of the university digital infrastructure
15. Develop institutional structure and strategies for global engagement
16. Strengthen internationalization activities and engagements
17. Enhance global visibility of FSS

Strategic Theme 1: Academic Excellence and Student Success

Strategic Goal: Provide practical and innovative education offering students the opportunity to acquire knowledge, develop critical thinking skills, and cultivate intellectual curiosity.

Objectives	Initiatives
1. Enhance the relevance and quality of academic programs	<ul style="list-style-type: none"> ▪ Evaluate regularly the relevance of programs to ensure alignment with the demands of stakeholders and the labor market as well as integrating emerging topics (e.g. 21st century skills, sustainability, digital transformation, indigenous knowledge etc.). ▪ Design innovative and demand-driven academic programs at undergraduate and graduate levels. ▪ Ensure that academic programs incorporate practical and internship components in their curricula. ▪ Encourage academic programs to establish advisory councils from industry, businesses, and employers. ▪ Develop and launch joint, online, and blended academic programs with higher education institutions abroad. ▪ Undertake consolidation and reorganization of academic programs to avoid mismatch and unnecessary duplications. ▪ Diversify and integrate formative and performance assessment

	<p>approaches in each course.</p> <ul style="list-style-type: none"> ▪ Secure accreditation for academic programs and eLearning and learning modalities at national and international levels. ▪ Establish robust quality assurance and enhancement system. ▪ Develop and implement policies for institutional and program self-assessment and enhancement.
<p>2. Attract competent and diverse students</p>	<ul style="list-style-type: none"> ▪ Develop a transparent, merit-based and inclusive student admission policy. ▪ Develop and implement a strategy to attract talented national and international students. ▪ Establish a university-wide Students Admission Office, that also caters to international students. ▪ Promote academic programs nationally, regionally, and internationally to attract diversified group of students. ▪ Develop scholarship schemes to attract exceptionally talented students. ▪ Develop and implement tailored plans to best support the specific needs of the diverse student population.
<p>3. Ensure students' success and improved learning experiences</p>	<ul style="list-style-type: none"> ▪ Provide practice-based learning experiences, including linkage with industry/business and research-based experience. ▪ Foster co-curricular and extra-curricular activities, programs, and experiential learning opportunities. ▪ Integrate a capstone experience upon graduation in each of the academic programs. ▪ Establish a university-wide Career Development Center. ▪ Strengthen students' guidance and counseling, academic support services, mentorship, and career development services. ▪ Improve learning spaces, digital platforms and environments for diverse forms of learning and student experiences.

	<ul style="list-style-type: none"> ▪ Strengthen student socialization schemes such as “Bahir Dar Like My Home” (Bahir Dar <i>endebeta</i>). ▪ Assign qualified student service professionals. ▪ Increase the support for start-ups in collaboration with industry. ▪ Promote student-centered active learning, peer learning, team-based learning, experiential learning, problem-based learning, and case-based learning. ▪ Promote a culture of continuous improvement through regular assessment and feedback.
<p>4. Improve teaching and learning facilities and opportunities</p>	<ul style="list-style-type: none"> ▪ Enhance use of technology for innovative teaching and learning. ▪ Establish a university-wide pedagogical resource center to enhance the pedagogical knowledge and skills of the academic staff. ▪ Strengthen existing professional development initiatives for academic staff. ▪ Implement diversified teaching methods, learning activities, and assessments. ▪ Upgrade and modernize physical and digital infrastructure.

Goals, Targets, Implementing Strategies (initiatives) and Activities

Strategic Theme 1: Academic Excellence and Student Success

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Measurement	Baseline 2025	Annual Targets				
						2025 /26	2026 /27	2027/ 28	2028 /29	2029 /30
Academic excellence and student success	Provide practical and innovative education offering students the opportunity to acquire knowledge, develop critical thinking skills, and cultivate intellectual curiosity.	1. Enhance the relevance and quality of academic programs	Programs with updated curricula aligned with industry needs	No.	8	10	14	17	18	26
			Industry partnerships for research	No.	0	-	3	4	5	6
			Internationally accredited academic programs	%	0	-	-	3	4	5
			Increase the number of exit exam high achievers /pass	%	95%	100	100	100	100	100
		2. Attract competent and diverse students	Nationally accredited academic programs	%	-	50	75	85	95	100
			Annually admitted international students	%	0.05	0.1	0.5	1	1	1
		3. Ensure students' success and improved learning experience	Students who joined FSS by their first choice	%	50	75	80	85	100	100
			Graduation rate	%	95	97	100	100	100	100
			Employment rate	%	65	75	80	85	90	100
			Students involved in co-and extra-curricular activities	%		75	80	90	95	100
		4. Improve teaching and learning facilities and opportunities	Students' satisfaction	%	62	75	80	85	90	95
			Courses integrated with online learning platforms	%	0	20	30	40	50	70
			Classrooms equipped with modern technology	%	35	40	50	60	70	75
			Increase the number of PG blended programs	%	0	15	20	25	30	50

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Measurement	Baseline 2025	Annual Targets				
						2025/26	2026/27	2027/28	2028/29	2029/30
			Faculty trained in innovative teaching methodologies	%	45	60	75	85	95	100
			Laboratories equipped with essential equipment and resources	No	1	1		2	3	4

Strategic Theme 2: Research and Innovation

Strategic Goal: Promote cutting-edge research, and scholarship and a culture of innovation to advance societal and technological development.

Objectives	Initiatives
1. Institutionalize research and innovation programs	<ul style="list-style-type: none"> ▪ Develop a University Research Policy and Guidelines identifying priorities, thematic focuses and collaborations. ▪ Develop a university-wide knowledge management system. ▪ Establish inter- and multidisciplinary research teams. ▪ Offer regular training and seminars in research and innovation. ▪ Develop and implement mechanisms for linking research with graduate programs and student researchers. ▪ Develop and implement a plan to promote impactful research and innovation.
2. Promote research and innovation undertakings by academic staff and students	<ul style="list-style-type: none"> ▪ Support faculty to participate at national and international conferences. ▪ Recognize faculty and student achievements through awards and incentives. ▪ Increase research capacity and skills development programs. ▪ Offer seed money to help faculty and researchers engage in external funding schemes. ▪ Establish a competitive grant system for well-established and productive academics and researchers. ▪ Establish research mentorship programs for academic staff and students. ▪ Develop and support postgraduate and postdoctoral programs. ▪ Establish innovation hubs like makerspaces, innovation labs, and business incubators. ▪ Engage in university-industry joint research.
3. Increase translation of	<ul style="list-style-type: none"> ▪ Develop schemes for Technology Transfer, Commercialization of Intellectual Property and Patent Licensing.

<p>research for impact</p>	<ul style="list-style-type: none"> ▪ Develop guidelines for monitoring research activities and outcomes, research translation and dissemination. ▪ Revise existing and develop new systems for measuring, recognizing, and promoting researchers and Principal Investigators. ▪ Strengthen existing and launch new scholarly journals. ▪ Engage stakeholders and practitioners in the research design, undertaking and dissemination process. ▪ Provide mentorship and training on business development and commercialization. ▪ Establish seed funding programs to support research with commercialization potential. ▪ Disseminate research results using local languages. ▪ Develop guidelines to provide financial support for publishing in high-impact journals. ▪ Support faculty and student participation in international conferences and joint research projects.
<p>4. Enhance research and innovation facilities and infrastructure</p>	<ul style="list-style-type: none"> ▪ Develop and implement a policy for research and innovation facility and infrastructure use and administration. ▪ Equip and maintain existing central research core labs. ▪ Invest in state-of-the-art research and innovation laboratories, centers of excellence and facilities. ▪ Invest in standardization schemes to meet and obtain ISO certifications and other appropriate accreditations. ▪ Create consortia to raise funds and pool resources from government, academic institutions, industry, and international organizations. ▪ Partner with local and global universities and research institutions to fund collaborative projects.
<p>5. Advance indigenous</p>	<ul style="list-style-type: none"> ▪ Establish indigenous knowledge hubs. ▪ Prioritize research themes relevant to indigenous knowledge across

knowledge through research and innovation	research institutes and academic units. <ul style="list-style-type: none">▪ Develop ethical guidelines for conducting research with indigenous communities.▪ Establish protocols to protect intellectual property rights.▪ Establish research grants dedicated to indigenous knowledge research projects.▪ Organize events to promote indigenous knowledge research and innovation.▪ Advocate for policy support at local, national, and international levels to recognize and protect indigenous knowledge.▪ Publish abstracts and/or articles on BDU’s journals using local languages.▪ Create repositories for indigenous knowledge with appropriate safeguards for sensitive information.
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Theme 2: Research and Innovation (KPI)

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Measurements	Base line	Implementation					Target
						2025/26	2026/27	2027/28	2028/29	2029/30	
Research and Innovation	<i>Promote cutting-edge research, and scholarship and a culture of innovation to advance societal and technological development.</i>	Institutionalize research and innovation programs	Multidisciplinary research projects conducted	No	24	28	32	36	40	44	48
			Projects engaging postgraduate students	%	15	20	50	75	85	100	100
			Staff engaged in research.	%	30	35	40	50	75	100	100
			FSS journal indexed in WoS/Scopus/PubMed	No.	0	-	-	-	1	1	1
		Promote research and innovation undertakings by academic staff and students	International research projects awarded	%	10	15	20	25	30	35	40
			Academic staff participating in paper presentation at national conferences and/or seminars	No	50	55	60	70	80	90	100
			Secured research projects	%	0	10	15	20	25	30	35
			Graduate students participating in paper presentation at national conferences and/or seminars	%	0	-	15	20	25	30	35
			Budget allocated for research and innovation	%	1	2	2	3	4	4	5
			Staff participated in paper presentation or organization in international conferences	%	1	1	2	3	4	5	5
			Joint research undertakings by industry and university	No	0	-	2	3	4	5	6
			Publisher subscriptions	No	-	-	1	1	2	2	2
		Increase	Journal accredited by MoE	No	1	-	-	-	-	1	1

	translation of research for impact	Research conducted with stakeholders/industry	%	-	-	2	3	5	7	7	
		Number of articles published in reputable journals	No.	100	130	160	190	220	250	250	
		Publications in high impact factor journals (Q1 and Q2 journals)	%	40	45	50	55	60	75	75	
		Policy briefings produced	No.	0	-	3	5	7	10	10	
	Enhance research and innovation facilities and infrastructure	Nationally accredited research grade laboratories	No	0	-	-	-	-	-	1	1
	Advance indigenous knowledge through research and innovation	Develop ethical guidelines for conducting research with indigenous communities.	No.	-	1	-	-	-	-	1	1
		Develop ethical guidelines for conducting research with indigenous communities.	No.	-	1	-	-	-	-	1	1
		Organize events to promote indigenous knowledge research and innovation.	No.	-	1	1	2	2	2	2	2
		Number of advocacy for policy support at local, national, and international levels to recognize and protect indigenous knowledge.	No.	-	1	1	1	2	2	2	2

Strategic Theme 3: Community Engagement and Technology Transfer

Strategic Goal: *Enhance community engagements and services to support sustainable socio-economic transformation and improve community livelihoods*

Objectives	Initiatives
<p>1. Expand multidisciplinary community engagement and service programs.</p>	<ul style="list-style-type: none"> ▪ Develop a comprehensive community engagement and service delivery plan and strategy. ▪ Establish co-funding mechanisms to promote community engagement. ▪ Provide technical and financial support for community engagement proposals from teaching and research staff, and students. ▪ Develop a tool to assess and monitor the impact of community engagement activities.
<p>2. Institutionalize community engagement and service</p>	<ul style="list-style-type: none"> ▪ Strengthen partnerships between the university and the community. ▪ Organize regular workshops, community days, seminars, and conferences with the community to strategize and share research findings, new technologies, and best practices. ▪ Implement training programs for faculty, staff, and students on the principles of inclusive community engagement. ▪ Integrate community engagement and service delivery into academic and research programs.
<p>3. Enhance the technology transfer efforts</p>	<ul style="list-style-type: none"> ▪ Institute schemes for commercialization of research outcomes ▪ Recruit and train skilled staff in IPR and technology transfer practices. ▪ Promote awareness and engagement in technology transfer among researchers and community.

<p>4. Enhance community engagement and service initiatives through collaborations</p>	<ul style="list-style-type: none">▪ Promote the participation of communities in research process and service delivery that addresses community specific issues.▪ Promote success stories of community engagement projects to attract funding.▪ Provide incentives, awards and recognitions for research projects that are particularly impactful in community development.▪ Provide technical, logistical, and financial support for community engagement proposals.
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Strategic Theme 3: Community Engagement and Technology Transfer (KPI)

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Measurements	Base line	Implementation					Target
						2025/26	2026/27	2027/28	2028/29	2029/30	
Community Engagement and Technology Transfer	<i>Enhance community engagements and services to support sustainable socio-economic transformation and improve community livelihoods</i>	Expand multidisciplinary community engagement and service programs.	Multidisciplinary community engagement projects	No	6	6	8	10	12	14	16
			Co-funded community service projects delivered jointly with partners	%	0	10	20	30	40	45	45
			Develop a tool to assess and monitor the impact of community engagement activities.	No	1	-	-	-	-	1	1
		Institutionalize community engagement and service	Workshops and conferences conducted/year to share best practices	No	0	-	-	1	1	2	2
			Staff involved in community engagement	%	2	2.5	3	3.5	4	5	5
			Community engagement activities integrated into academic programs	%		50	65	80	90	100	100
		Enhance the technology transfer efforts	Academic staff engaged in technology transfer	Percent	0	5	10	15	20	25	25
			Students engaged in technology transfer	Percent		2	4	6	8	10	10
		Enhance community engagement and service initiatives through collaborations	Collaborations created for community engagement	No.		2	4	6	8	10	10
			Community engagement campaigns to attract volunteers.	No.	-	1	2	3	4	5	5
			Beneficiaries of collaborative community engagement projects	No.	0	-	-	0.05 million	0.1 million	0.1 million	0.1 million

Strategic Theme 4: Human Resource Development

Strategic Goal: Enhance the competence and professionalism of staff in advancing the mission of the University

Objectives	Initiatives
<p>1. Improve attraction, satisfaction, and retention of competent and diverse staff</p>	<ul style="list-style-type: none"> ▪ Develop and implement human resource management strategy ▪ Develop and implement a transparent and competitive recruitment mechanism to attract and retain highly qualified and experienced academic and support staff. ▪ Establish a performance-based reward and recognition scheme for staff. ▪ Establish attractive salary and benefit packages, to retain and attract experienced and talented staff. ▪ Provide a secure, conducive, and stable working environment. ▪ Promote diversity, inclusion, and a collaborative culture. ▪ Develop and implement onboarding programs to help new staff to familiarize themselves with the University culture and expectations. ▪ Employ renowned scholars as virtual or adjunct academic staff. ▪ Establish a comprehensive performance appraisal system integrated with incentive packages.
<p>2. Enhance capacity and professional skills of staff</p>	<ul style="list-style-type: none"> ▪ Expand opportunities for academic scholarships research (graduate and doctoral), international conferences, workshops, externship and exchange. ▪ Provide opportunities for administrative staff to build their capacity through regular professional development programs. ▪ Conduct periodic staff development needs assessment. ▪ Expand short-term capacity development workshops for staff to update their knowledge and skills. ▪ Create a culture of continuous improvement.

Strategic Theme 5: Governance and Leadership

Strategic Goal: Promote robust governance structure, management, and decision-making to fulfill academic, research, and community engagement and service missions.

Objectives	Initiatives
1. Identify and recruit competent leaders and managers to advance institutional transformation	<ul style="list-style-type: none"> ▪ Develop transparent and merit-based leadership selection, appointment, and incentive mechanisms. ▪ Plan and implement continuous professional development programs for leaders. ▪ Establish a center for the development of leadership capacity. ▪ Attract and retain competent professionals to lead and manage university affairs/units. ▪ Establish leadership excellence awards to reward performance. ▪ Develop and implement a leadership succession plan.
2. Revitalize governance and leadership systems, structure, and processes of the university	<ul style="list-style-type: none"> ▪ Review and revise the current organizational structure of the university to align with revised vision, mission, and values. ▪ Develop university-wide and decentralized structures and processes empowering decision-making and participation by academic, research, and administrative units. ▪ Develop university-wide policies and systems for effective financial, budget, procurement, human resource, and other administrative matters. ▪ Establish complaint and grievance handling policies and guidelines.
3. Ensure inclusivity and fairness in leadership	<ul style="list-style-type: none"> ▪ Strengthen the offices that give due emphasis to diversity, equity and inclusion (DEI). ▪ Incorporate DEI in BDU’s leadership in concert with merit. ▪ Develop directives for the appointment or election of university leadership.

Strategic Theme 4: Human Resource Development (KPI Plan)

A. Staff Development Plan

Strategic Theme	Strategic Goal	Strategic Objectives	Performance Indicators	Measurement	Baseline	Implementation Period					Target
						2025/26	2026/27	2027/28	2028/29	2029/30	
Human Resource Development	Build the capacity and professional integrity of Staff of the Faculty to enhance its mission	1. Capacitate the knowledge, skills and academic career of the of the staff	Number of academic Staff in the Faculty	Total No	152	162	172	182	192	200	200
			Professors	Percent	03(2%)	4%	5%	6%	8%	8%	8%
			Associate professors	Percent	13(8%)	15%	15%	18%	20%	20%	20%
			Assistant professors	Percent	45(30%)	33%	40%	45%	47%	47%	47%
			➤ Lecturers	Percent	91(60%)	48%	40%	31%	25%	25%	25%
			Total	No	152	162	172	182	192	200	200
			➤ Lab Assistants	Number	02	03	04	04	05	06	06
			Teachers' academic status ratio (1 st degree, 2 nd degree and 3 rd degree and above)	Ratio	0/60/40	0/48/52	0/40/60	0/31/69	0/25/75	0/25/75	0/25/75

	2. Promote the capacity of the staff member through continuous professional development programs	Teachers participated in short term trainings								
		1. Induction training for new staff	Percent	50%	100%	100%	100%	100%	100%	100%
		▪ 2. Master Class Training and certified in digital literacy	Percent	85(56%)	90%	100%	100%	100%	100%	100%
		▪ 3. Proportion of teachers who took English Language Improvement training (ELIP)	Percent	30(20%)	45%	65%	90%	100%	100%	100%
		▪ 4. Proportion of teachers who took trainings on Community engagement, grant and project proposal writing)	Percent	100(66%)	85%	100%	100%	100%	100%	100%
		▪ 5. Share of academic staff certified in HDP	Percent	79.8%	85%	100%	100%	100%	100%	100%

Strategic Theme 5: Governance and Leadership (KPI Plan)

Strategic Themes	Strategic Goals	Strategic Objectives	Performance Indicators	Measurement	Baseline	Implementation Period					Target
						2025/26	2026/27	2027/28	2028/29	2029/30	
Governance and Leadership	Improve Faculty administration, management and organization efficiency to achieve its mission	Identify and recruit competent leaders to advance Faculty transformation	Competent Leaders trained in leadership and assigned at faculty positions	Percent	30	50	80	100	100	100	100
		Advance governance and leadership systems, structure, and processes of the university	Conducting Experience sharing between leaders with in the faculty	Percent	65	100	100	100	100	100	100
			Ability of managing and controlling allocated faculty finance and resources based on the university's guidelines	Leveling	Medium	high	High	Very high	Very high	Very high	Very high
			Effective and	Percent	95	100	100	100	100	100	100

			Efficient utilization of allocated budget of the faculty								
			Share of faculty certified in digital literacy	Percent	95	100	100	100	100	100	100
		Establish better environment to assign and empower Female leaders in different leadership positions and Ensure inclusivity and fairness in leadership	Participation of females in Faculty leadership positions at any level	Percent	6.6	10	15	25	35	50	50
			Adopt (from the university) and develop mainstreaming system document	Number	0	1	1	1	1	1	1
		Advance Motivation and recognition mechanisms for good performance	Reward incentives to faculty members according to the provisions of the university	Percent	6	15	20	25	35	40	40

Strategic Theme 6: Resource Mobilization and Diversification

Strategic Goal: Enhance financial sustainability and diversification of funding sources

Objectives	Initiatives
1. Increase mechanisms for financial resource mobilization and diversification	<ul style="list-style-type: none"> ▪ Develop a comprehensive “faculty level Resource Mobilization, Diversification and Management” strategy. ▪ Establish a comprehensive “faculty level Financial Resource Mobilization” division. ▪ Establish a transparent resource allocation, use and disposal system at the faculty level ▪ Establish partnerships with local and international institutions to create sponsorship opportunities. ▪ Utilize integrate digitalized technology for inventory and property management.
2. Expand and diversify revenue streams	<ul style="list-style-type: none"> ▪ Generate income from tuition and non-tuition fees, need-based training and capacity building programs (conference rooms, lab equipment and space, etc.) and extension, summer and distance programs ▪ Establish think tank that fetch research grant and consultancy. ▪ Establish Incubation Centers facilitating commercializing university research and innovations. ▪ Monetize patents, trademarks, and copyrighted materials.
3. Promote alumni and diaspora engagements for financial support	<ul style="list-style-type: none"> ▪ Develop faculty strategy for alumni and the diaspora engagement. ▪ Establish a committee to who connects alumni relations and engagement. ▪ Develop faculty alumni database. ▪ Establish an “alumni network” with enhanced record keeping of graduate's career, address, and contact information. ▪ Organize targeted fundraising campaigns that target alumni and diaspora.

Strategic Theme 7: Facilities and Infrastructure

Strategic Goal: Modernize and renovate physical facilities and infrastructure to realize BDU's mission as a research-intensive university and promote operational efficiency

Objectives	Initiatives
<p>1. Develop and implement strategies governing faculty facilities, infrastructure use, and management</p>	<ul style="list-style-type: none"> ▪ Conduct a comprehensive assessment and inventory of existing infrastructure and facilities to assess current needs. ▪ Establish a task force responsible for developing detailed implementation timelines and identifying committees to ensure strategic alignment and accountability in executing infrastructure projects. ▪ Develop a maintenance plan that includes regular assessment of infrastructure and technology to ensure continuous improvement and adaptability to emerging trends. ▪ Ensure that facilities are accessible to all users, including those with disabilities, and offer flexible hours for equipment and facilities usage.
<p>2. Modernize Faculty's infrastructure and facilities</p>	<ul style="list-style-type: none"> ▪ Renovate and upgrade physical and digital infrastructure, including smart rooms, laboratories and other critical academic and research facilities to align with contemporary education, research, and community engagement standards.
<p>3. Expand the ICT infrastructure to facilitate teaching-learning, research, and operational efficiency</p>	<ul style="list-style-type: none"> ▪ Promote advanced learning management systems (LMS), e-learning, smart-classrooms, and online resources to facilitate blended and hybrid learning models that cater to diverse student needs. ▪ Facilitate an ICT support unit dedicated to providing ongoing training and troubleshooting services. ▪ Establish data backup and disaster recovery faculty plan

Theme 6 &7: Resource Mobilization and Diversification and Theme and Facilities and Infrastructure (KPI)

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Measurements	Base line	Implementation					Target		
						2025/26	2026/27	2027/28	2028/29	2029/30			
Resource Mobilization and Diversification	Enhance financial sustainability and diversification of funding sources	1. Increase mechanisms for financial resource	Partnerships with local, international and funding organizations for sponsorship	No	3	3	6	12	18	24	24		
		mobilization and diversification	Strategies developed for resource mobilization	No	0	1	-	-	-	-	1		
			Establishment of committee for resource mobilization and utilization	No	0	-	1	-	-	-	1		
		2. Expand and diversify revenue streams	Revenue generated from research, consultancy, and technology transfer	%	0	5	5	7	7	8	8		
			Income generated from tuition and non-tuition fees	%		4	4	5	8	10	10		
		3. Promote alumni and diaspora engagements for financial support.	Funds raised through alumni/diaspora campaigns (donations)	USD	0	0.15 mln	0.22 mln	0.33 mln	0.4 mln	0.55 mln	0.55 mln		
			Numbers of alumni engaged in fundraising events	No	0	4	6	7	7	8	8		
			Project grants obtained through collaborations with alumni	USD		0.027 mln	0.05 mln	0.05 mln	0.11 mln	0.16 mln	0.16 mln		
		Facilities and Infrastructure	Modernize and renovate physical	1. Develop and implement strategies governing university	Facilities adhering to preventive maintenance schedules	%	20	65	75	80	90	100	100
					Reduction in operational downtime due to infrastructure failures (rapid maintenance time for nonfunctional	days		7	6	5	4	2	2

		facilities, infrastructure use, and management	equipment)								
			Classrooms upgraded to Smart classrooms	No.	7	9	11	13	15	17	17
			Faculty guidelines for property use, maintenance, and procurement	No	0	1	-	-	-	-	1
		2. Modernize BDU's infrastructure and facilities	Renovate and upgrade physical and digital infrastructure, including smart rooms, laboratories and other critical academic and research facilities	Number	2	2	4	5	7	10	10
			Established Virtual Desktop Infrastructure (VDI) having 2000 client computers	number	0	0	1	2	2	2	2
			Laboratories getting international accreditation	number	0	0	0	0	1	1	1
		3. Expand the ICT infrastructure to facilitate teaching-learning, research, and operational efficiency	Digitalized administrative processes	%	30	40	50	65	80	100	100
			ICT-integrated laboratories	No	3	3	4	5	6	6	6

Strategic Theme 8: Digitalization and Digital Transformation

Strategic Goal: Advance digitalization at BDU to modernize the teaching-learning, research, and administrative processes.

Objectives	Initiatives
1. Improve the accessibility and standards by enhancing the system of ICT use and digitalization to	<ul style="list-style-type: none"> ▪ Develop an institutional digital and ICT use standards, procedures and guidelines. ▪ Strengthen the faculty’s technology services unit to support digitalized excellence in research, teaching, outreach, and lifelong learning. ▪ Improve the installation, maintenance, standardization and access of the ICT infrastructure ▪ Identify and provide appropriate ICT facilities which satisfy needs of special user groups. ▪ Ensure a robust, reliable, and stable ICT services. ▪ Improve the management of appropriate and responsible uses of ICT resources and facilities. ▪ Develop and implement e-governance (the use of ICT) to streamline the faculty services and operations.
2. Enhance provision of digital services in the teaching-learning, research and operational processes	<ul style="list-style-type: none"> ▪ Scale up and integrate the use of digital technologies for online teaching and learning, research, and institutional management. ▪ Promote the use of ICT in various institutional administrative functions including HR management, finance, inventory, payroll, and procurement. ▪ Develop, apply and outsource of in-house tools and software. ▪ Improve the acquisition and adoption of different software. ▪ Strengthen the use of Assistive Technologies to support the needs of students with special needs.
3. Ensure the security, and	<ul style="list-style-type: none"> ▪ Deploy strong cyber security systems and anti-viruses.

<p>safety of the university digital infrastructure</p>	<ul style="list-style-type: none"> ▪ Introduce vigorous and dynamic login protocols.
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Strategic Theme 9: Internationalization and Strategic Partnerships

Strategic Goal: Advance international strategic partnerships towards enhancing academic programs, innovation and research, collaborative networks and global visibility.

Objectives	Initiatives
<p>1. Develop institutional structure and strategies for global engagement</p>	<ul style="list-style-type: none"> ▪ Design strategic direction and policy framework for comprehensive internationalization. ▪ Develop a plan of implementation to enhance international strategic partnerships. ▪ Support faculty to participate in local and international professional associations. ▪ Strengthen the unit within the “BDU Global” office leading efforts in expanding networking with BDU Alumni. ▪ Establish a university-wide, integrated data management system to enhance and sustain internationalization efforts.
<p>2. Strengthen internationalization activities and engagements</p>	<ul style="list-style-type: none"> ▪ Support academic staff’s engagement with international partners through research, academic exchange, joint publications, etc. ▪ Promote grant seeking for joint international research projects. ▪ Involve the overseas professors in our educational and research programs. ▪ Promote international faculty and student exchange programs ▪ Foster intercultural learning and understanding among students through coursework emphasizing global citizenship education ▪ Enhance curricula and programs to strengthen student exchange

	<p>with international academic institutions</p> <ul style="list-style-type: none"> ▪ Develop capacity and skills of staff on managing international research collaborations and partnerships. ▪ Develop strategies for joint or dual programs, foreign campuses and/or other strategic collaborations. ▪ Promote international accreditation of academic programs.
<p>3. Enhance global visibility of BDU</p>	<ul style="list-style-type: none"> ▪ Conduct awareness and briefing sessions on the faculty's internationalization practices, plans and accomplishment. ▪ Encouraging faculty members to publish their research in prestigious, high-impact journals ▪ Support and host international conferences and symposia, publications and media outlets ▪ Enhance the engagement of Ethiopian scholars and friends of BDU in the diaspora ▪ Enhancing the participation academic staffs and students in international scholarly networks, consortia, research centers, and professional associations.

			accredit academic programs internationally	%	4	-	5	10	15	25	25
			Provide support for faculty to publish research articles in renowned and prestigious journals per year	USD	0	-	560	560	560	560	560
		3. Enhance global visibility of BDU	Conduct international conferences and symposia, publications and media outlets	No	1	1	2	2	3	3	3
			Engage Ethiopian scholars and friends in the diaspora	No	4	6	7	8	12	15	15
			Promote the participation in international scholarly networks, consortia, research centers, and professional associations	No	1	1	1	2	2	3	3

5. Implementation Assessment and Evaluation

The faculty holds the primary responsibility for coordinating the continuous efforts to implement this Plan. Recognized as a living document, it is anticipated that annual revisions will enhance these processes, ensuring the Plan remains dynamic, relevant, and integral to the Faculty's efficient and effective operation.

Over the next five years, the Faculty will persistently assess and reassess its goals and objectives. It is expected that, in response to evolving circumstances, priorities, and performance outcomes, some current strategic objectives will give way to new initiatives. This ongoing process will be guided by transparency and open, meaningful communication, ultimately fostering the growth and distinction of the Faculty's various domains—a success that will benefit the entire academic community.

Progress toward achieving the Faculty's strategic goals will be systematically monitored and reviewed regularly at the Faculty level, as well as integrated into the annual planning process. The Faculty Executive, in close collaboration with departmental units, administrative offices, and relevant higher University authorities, will continuously assess and evaluate the implementation of the Strategic Plan to ensure alignment with the Faculty's objectives. The Strategic Plan will undergo a formal annual review to respond effectively to evolving internal and external circumstances.

To evaluate progress against the plan's goals and targets, the Faculty will utilize diverse data collection methods, including surveys, observations, and reports from department chairs and faculty office coordinators. Each division within the Faculty is responsible for conducting performance evaluations quarterly, mid-year, and annually, followed by appropriate remedial actions to address any gaps. Additionally, the Faculty will establish a system to identify best

practices and recognize exemplary performance, fostering a culture of continuous improvement and excellence.

The faculty will thoroughly assess and evaluate the proper allocation and utilization of all essential resources, both human and material, required for the effective implementation of the plan. Overall, assessment and evaluation will be integral throughout the entire process—beginning with plan preparation, ensuring the provision of necessary inputs, overseeing the implementation, and systematically measuring the anticipated results at each stage: Inputs → Activities → Outputs → Outcomes → Impact.

5.1 Assessment

5.1.1 Types of information to be gathered during implementation

The implementation reports should detail the rationale behind various actions and their outcomes. Accordingly, the faculty will prepare three types of reports:

- The overall General Implementation Report for the faculty
- Reports submitted by department heads, course chairs, and different faculty office coordinators
- Reports from individual staff members

5.2 Collection and flow of Information

Each staff member is responsible for submitting their daily implementation reports to their immediate supervisor, the course chair. The course chairs will compile these submissions, include their own updates, and prepare a consolidated weekly report for the department heads. The department heads will then consolidate all inputs and finalize a comprehensive report to be forwarded to the department or administrative office, which will be presented to the faculty

dean’s office on a weekly basis. The dean will aggregate reports from all divisions and submit a thorough, biweekly implementation report to the office of the academic vice president.

5.3 Preparation of quarterly, semiannual and annual implementation report

All responsible parties at each level must actively participate in preparing quarterly, semiannual, and annual implementation reports. These reports should comprehensively detail the strengths, weaknesses, challenges encountered, corrective measures undertaken, and priorities for future actions throughout the strategic plan's implementation process.

5.4 Performance evaluation and encouragement

In order to evaluate the activity performance at the different levels and to take appropriate corrective measures the faculty will adopt three performance ranks of the University.

<i>Performance Rank</i>	<i>Result</i>	<i>The Level of achieving target</i>	<i>Key</i>
Excellent/highest Colored with Dark Green	4	>100%	The level of achievement exceeds the planned target
Higher Colored with Light Green	3	85-100%	the achievement is 85-100% compared to the planned target
Medium Colored with Yellow	2	60-84%	The target is 60-84% succeeded
Low Colored with Red	1	<60%	The target is below 60% succeeded

This process leads to the continuous refinement of procedures through multiple iterations of planning and ongoing enhancements. The Annual Review is structured into three key steps:

The first step involves a thorough review of the Faculty’s progress. At this stage, each Goal area is assessed using the following approach:

- Identify and revisit the specific objectives within each Goal area slated for completion.
- Collect and analyze relevant data that reflects the progress made.
- Assess the Expected Outcomes to determine the degree of achievement across different objectives.

The second step focuses on evaluating the extent of Goal completion and using these insights to inform the development of new goals, objectives, and Expected Outcomes. The level of accomplishment achieved will guide the articulation of future goals. This step also requires a careful review of budgetary considerations related to existing goals and forecasting their implications for current and future financial planning. The third and final step establishes new initiatives for the Faculty to be pursued during the upcoming fiscal year.

The Dean's office holds primary responsibility for coordinating the Annual Review process. It ensures the compilation of comprehensive documentation from various departments and offices, which provides the necessary information for a thorough assessment. Upon completion, the Annual Report is distributed to each department chairperson, dean, and vice president. This report serves as an essential resource for these leaders, supporting their ongoing contributions to shaping the strategic direction of both the Faculty and the broader University. Ultimately, the degree to which the general and specific objectives outlined in this plan are met will serve as the key metrics for evaluating the plan's overall success.
