



# Bahir Dar University STRATEGIC PLAN

**2025-2030**



*Wisdom at the source of the Blue Nile*

*January  
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## **1. BACKGROUND**

Bahir Dar University (BDU) is established on May 6, 2000, by the merger of two pioneer institutions (Bahir Dar Polytechnique Institute and Bahir Dar Teachers' College). Since then, BDU has expanded its programs and accessibility significantly. At its establishment, there were fewer than 20 academic programs under two faculties (Faculty of Engineering and Faculty of Education) on two campuses. Currently, there are 113 bachelor's degree programs, 188 master's degree programs, 105 doctoral programs, 6 specialty, 12 sub-specialty, and 10 certificates spread across 16 academic units (five colleges, two faculties, five institutes, two schools, and two academies) on nine campuses.

For most of its operations, the university has remained mainly dependent on government directives, guidelines, and financing. In October 2023, the Federal Democratic Republic of Ethiopia (FDRE) issued the "University Autonomy Proclamation" (Proclamation No. 1294/2023). According to the proclamation an autonomous university is a higher education institution that has autonomy for organization, academics, finance, and staff. To be an autonomous university, an institution needs to have strong financial capacity, engage in community-focused research activities, and be academically competitive. This new direction instigated BDU to prepare a strategic plan to realize its desire to be an autonomous university.

The university undertook an in-depth examination of its institutional strengths and weaknesses as well as potential external opportunities and threats through a series of focus group discussions and interviews with the university community and stakeholders. Furthermore, national policies and strategies (in particular the 2021 ten-year development plan, the 2023 education and training policy, the 2019 higher education differentiation, and the 2023 university autonomy proclamation) and global agendas (mainly the 2030 agenda for sustainable development and the African Union's Agenda 2013) are examined to derive implications for the strategic plan.

## **2. MOTTO, VISION, MISSIONS, AND CORE VALUES**

### **2.1. Motto**

*Wisdom at the source of the Blue Nile*

### **2.2. Vision**

Bahir Dar University strives to become one of the top research-intensive universities in Africa advancing societal transformation and addressing national and global challenges.



### 2.3. Mission

To advance excellence in education, impactful research and innovation, and community engagement and technology transfer for societal transformation through inclusive, collaborative, and sustainable practices.

### 2.4. Core Values

1. **Pursuit of Wisdom** – BDU promotes the culture of curiosity, lifelong learning, critical thinking, and creativity.
2. **Excellence** – BDU strives for the highest standard in all its endeavors.
3. **Integrity and Accountability** – BDU is committed to upholding transparency, responsibility, professionalism, and ethical principles.
4. **Diversity, Equity, and Inclusion** – BDU promotes fairness, democratic values, multiculturalism, and equitable opportunity in employment, education, and decision making.
5. **Social Responsibility** – BDU upholds its role in fostering sustainable societal development.
6. **Environmental Responsibility** – BDU is responsible to safeguard the environment and its resources, and promoting sustainable practices to ensure the well-being of the planet and its inhabitants.
7. **Internationalization and Partnerships** – BDU strives for global engagement, knowledge exchange, and diverse partnerships to exchange talents and ideas, mobilize resources, and work in collaboration with diverse stakeholders.

### 3. STRATEGIC THEMES, GOALS, OBJECTIVES, AND INITIATIVES

Based on information from the SWOT analysis and imperatives of developing a strategic plan, BDU identified the following nine Strategic Themes for the 2025-2030 Strategic Plan.

These are:

- Strategic Theme 3.1. Academic Excellence and Student Success
- Strategic Theme 3.2. Research and Innovation
- Strategic Theme 3.3. Community Engagement and Technology Transfer
- Strategic Theme 3.4. Human Resource Development
- Strategic Theme 3.5. Governance and Leadership
- Strategic Theme 3.6. Resource Mobilization and Diversification
- Strategic Theme 3.7. Facilities and Infrastructure
- Strategic Theme 3.8. Digitalization and Digital Transformation
- Strategic Theme 3.9. Internationalization and Partnerships



### Strategic Theme 3.1: 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"> <li>▪ 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. 21<sup>st</sup> century skills, sustainability, digital transformation, indigenous knowledge etc.).</li> <li>▪ Design innovative and demand-driven academic programs at undergraduate and graduate levels.</li> <li>▪ Ensure that academic programs incorporate practical and internship components in their curricula.</li> <li>▪ Encourage academic programs to establish advisory councils from industry, businesses, and employers.</li> <li>▪ Develop and launch joint, online, and blended academic programs with higher education institutions abroad.</li> <li>▪ Undertake consolidation and reorganization of academic programs to avoid mismatch and unnecessary duplications.</li> <li>▪ Diversify and integrate formative and performance assessment approaches in each course.</li> <li>▪ Secure accreditation for academic programs and eLearning and learning modalities at national and international levels.</li> <li>▪ Establish robust quality assurance and enhancement system.</li> <li>▪ Develop and implement policies for institutional and program self-assessment and enhancement.</li> </ul>
2. Attract competent and diverse students	<ul style="list-style-type: none"> <li>▪ Develop a transparent, merit-based and inclusive student admission policy.</li> <li>▪ Develop and implement a strategy to attract talented national and international students.</li> <li>▪ Establish a university-wide Students Admission Office, that also caters to international students.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Promote academic programs nationally, regionally, and internationally to attract diversified group of students.</li> <li>▪ Develop scholarship schemes to attract exceptionally talented students.</li> <li>▪ Develop and implement tailored plans to best support the specific needs of the diverse student population.</li> </ul>
<p>3. Ensure students' success and improved learning experiences</p>	<ul style="list-style-type: none"> <li>▪ Provide practice-based learning experiences, including linkage with industry/business and research-based experience.</li> <li>▪ Foster co-curricular and extra-curricular activities, programs, and experiential learning opportunities.</li> <li>▪ Integrate a capstone experience upon graduation in each of the academic programs.</li> <li>▪ Establish a university-wide Career Development Center.</li> <li>▪ Strengthen students' guidance and counseling, academic support services, mentorship, and career development services.</li> <li>▪ Improve learning spaces, digital platforms and environments for diverse forms of learning and student experiences.</li> <li>▪ Strengthen student socialization schemes such as “Bahir Dar Like My Home” (Bahir Dar <i>endebete</i>).</li> <li>▪ Assign qualified student service professionals.</li> <li>▪ Increase the support for start-ups in collaboration with industry.</li> <li>▪ Promote student-centered active learning, peer learning, team-based learning, experiential learning, problem-based learning, and case-based learning.</li> <li>▪ Promote a culture of continuous improvement through regular assessment and feedback.</li> </ul>
<p>4. Improve teaching and learning facilities and opportunities</p>	<ul style="list-style-type: none"> <li>▪ Enhance use of technology for innovative teaching and learning.</li> <li>▪ Establish a university-wide pedagogical resource center to enhance the pedagogical knowledge and skills of the academic staff.</li> <li>▪ Strengthen existing professional development initiatives for academic staff.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Implement diversified teaching methods, learning activities, and assessments.</li> <li>▪ Upgrade and modernize physical and digital infrastructure.</li> </ul>
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### **Strategic Theme 3. 2: Research and Innovation**

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

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



<p>3. Increase translation of research for impact</p>	<ul style="list-style-type: none"> <li>▪ Develop schemes for Technology Transfer, Commercialization of Intellectual Property and Patent Licensing.</li> <li>▪ Develop guidelines for monitoring research activities and outcomes, research translation and dissemination.</li> <li>▪ Revise existing and develop new systems for measuring, recognizing, and promoting researchers and Principal Investigators.</li> <li>▪ Strengthen existing and launch new scholarly journals.</li> <li>▪ Engage stakeholders and practitioners in the research design, undertaking and dissemination process.</li> <li>▪ Provide mentorship and training on business development and commercialization.</li> <li>▪ Establish seed funding programs to support research with commercialization potential.</li> <li>▪ Disseminate research results using local languages.</li> <li>▪ Develop guidelines to provide financial support for publishing in high-impact journals.</li> <li>▪ Support faculty and student participation in international conferences and joint research projects.</li> </ul>
<p>4. Enhance research and innovation facilities and infrastructure</p>	<ul style="list-style-type: none"> <li>▪ Develop and implement a policy for research and innovation facility and infrastructure use and administration.</li> <li>▪ Equip and maintain existing central research core labs.</li> <li>▪ Invest in state-of-the-art research and innovation laboratories, centers of excellence and facilities.</li> <li>▪ Invest in standardization schemes to meet and obtain ISO certifications and other appropriate accreditations.</li> <li>▪ Create consortia to raise funds and pool resources from government, academic institutions, industry, and international organizations.</li> <li>▪ Partner with local and global universities and research institutions to fund collaborative projects.</li> </ul>
<p>5. Advance indigenous knowledge</p>	<ul style="list-style-type: none"> <li>▪ Establish indigenous knowledge hubs.</li> <li>▪ Prioritize research themes relevant to indigenous knowledge across research institutes and academic units.</li> </ul>



through research and innovation	<ul style="list-style-type: none"> <li>▪ Develop ethical guidelines for conducting research with indigenous communities.</li> <li>▪ Establish protocols to protect intellectual property rights.</li> <li>▪ Establish research grants dedicated to indigenous knowledge research projects.</li> <li>▪ Organize events to promote indigenous knowledge research and innovation.</li> <li>▪ Advocate for policy support at local, national, and international levels to recognize and protect indigenous knowledge.</li> <li>▪ Publish abstracts and/or articles on BDU's journals using local languages.</li> <li>▪ Create repositories for indigenous knowledge with appropriate safeguards for sensitive information.</li> </ul>
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### **Strategic Theme 3.3: Community Engagement and Technology Transfer**

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

Objectives	Initiatives
1. Expand multidisciplinary community engagement and service programs.	<ul style="list-style-type: none"> <li>▪ Review and implement institutional policy and practices for community engagement of teaching faculty and researchers.</li> <li>▪ Develop a comprehensive community engagement and service delivery plan and strategy.</li> <li>▪ Establish co-funding mechanisms to promote community engagement.</li> <li>▪ Provide technical and financial support for community engagement proposals from teaching and research staff, and students.</li> <li>▪ Develop a tool to assess and monitor the impact of community engagement activities.</li> </ul>
2. Institutionalize community engagement	<ul style="list-style-type: none"> <li>▪ Establish a dedicated university-wide office for coordinating and leading community engagement and service activities.</li> </ul>



<p>and service at BDU.</p>	<ul style="list-style-type: none"> <li>▪ Strengthen partnerships between the university and the community.</li> <li>▪ Organize regular workshops, community days, seminars, and conferences with the community to strategize and share research findings, new technologies, and best practices.</li> <li>▪ Implement training programs for faculty, staff, and students on the principles of inclusive community engagement.</li> <li>▪ Integrate community engagement and service delivery into academic and research programs.</li> </ul>
<p>3. Strengthen demand-driven clinical services</p>	<ul style="list-style-type: none"> <li>▪ Modernize and expand the clinical services of Tibebe Ghion Specialized Hospital and integrating health/hospital service, teaching, and research.</li> <li>▪ Design patient care and community service models where students, faculty, and healthcare professionals participate in the program.</li> <li>▪ Implement telemedicine and m-Health applications to provide healthcare services and consultancy.</li> <li>▪ Work in partnership with hospitals and health centers.</li> <li>▪ Strengthen campus clinics and services to the community.</li> </ul>
<p>4. Enhance the technology transfer efforts of BDU</p>	<ul style="list-style-type: none"> <li>▪ Establish a technological and incubation centers.</li> <li>▪ Incubate appropriate technological packages for the community.</li> <li>▪ Disseminate tailor-made technologies to the community.</li> <li>▪ Develop and implement a comprehensive TTO framework that includes policies of intellectual property rights (IPR).</li> <li>▪ Offer revenue-sharing models and recognition programs to encourage academic and research staff and students.</li> <li>▪ Institute schemes for commercialization of research outcomes and IPR</li> <li>▪ Recruit and train skilled staff in IPR and technology transfer practices.</li> <li>▪ Promote awareness and engagement in technology transfer among researchers and community.</li> </ul>



<p>5. Enhance community engagement and service initiatives through collaborations</p>	<ul style="list-style-type: none"><li>▪ Partner with local businesses, government departments, and international funding agencies to secure additional financial resources for community engagement programs.</li><li>▪ Promote the participation of communities in research process and service delivery that address community specific issues.</li><li>▪ Promote success stories of community engagement projects to attract funding.</li><li>▪ Provide incentives, awards and recognitions for research projects that are particularly impactful in community development.</li><li>▪ Leverage volunteer and in-kind support for community engagement projects.</li><li>▪ Develop engagement strategies with funders to attract individual and institutional endowment and philanthropy support.</li><li>▪ Provide technical, logistical, and financial support for community engagement proposals.</li><li>▪ Create a technology transfer advisory team on issues related to IPR.</li><li>▪ Establish a technology incubator and accelerator program</li></ul>
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### Strategic Theme 3. 4: Human Resource Development

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

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



**Strategic Theme 3.5: 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"> <li>▪ Develop transparent and merit-based leadership selection, appointment, and incentive mechanisms.</li> <li>▪ Plan and implement continuous professional development programs for leaders.</li> <li>▪ Establish a center for the development of leadership capacity.</li> <li>▪ Attract and retain competent professionals to lead and manage university affairs/units.</li> <li>▪ Establish leadership excellence awards to reward performance.</li> <li>▪ Develop and implement a leadership succession plan.</li> </ul>
2. Revitalize governance and leadership systems, structure, and processes of the university	<ul style="list-style-type: none"> <li>▪ Review and revise the current organizational structure of the university to align with revised vision, mission, and values.</li> <li>▪ Develop university-wide and decentralized structures and processes empowering decision-making and participation by academic, research, and administrative units.</li> <li>▪ Design and implement performance-based salary, benefits and recognition mechanisms.</li> <li>▪ Develop university-wide policies and systems for effective financial, budget, procurement, human resource, and other administrative matters.</li> <li>▪ Undertake regular financial and administrative audits and communicate with the public.</li> <li>▪ Establish complaint and grievance handling policies and guidelines.</li> </ul>
3. Ensure inclusivity and fairness in leadership	<ul style="list-style-type: none"> <li>▪ Strengthen the offices that give due emphasis to diversity, equity and inclusion (DEI).</li> <li>▪ Incorporate DEI in BDU’s leadership in concert with merit.</li> <li>▪ Develop directives for the appointment or election of university leadership.</li> </ul>



**Strategic Theme 3.6: Resource Mobilization and Diversification**

*Strategic Goal: Enhance financial sustainability and diversification of funding sources*

Objectives	Initiatives
<p>1. Increase mechanisms for financial resource mobilization and diversification</p>	<ul style="list-style-type: none"> <li>▪ Develop a comprehensive “Resource Mobilization, Diversification and Management” strategy.</li> <li>▪ Establish a university “Endowment Policy.”</li> <li>▪ Establish a comprehensive “Financial Resource Mobilization” division.</li> <li>▪ Establish a transparent resource allocation, use and disposal system.</li> <li>▪ Establish partnerships with local businesses to create sponsorship opportunities.</li> <li>▪ Integrate digitalized technology for inventory and property management.</li> </ul>
<p>2. Expand and diversify revenue streams</p>	<ul style="list-style-type: none"> <li>▪ Revitalize the operations of “Wisdom Enterprise” for maximum financial resource generation.</li> <li>▪ Generate income from tuition and non-tuition fees, need-based training and capacity building programs, rentals (accommodations, office space, conference rooms, lab equipment and space, etc.), monetized assets, research and consultancy.</li> <li>▪ Generate income from services including clinical and pharmacy services, standard testing centers, job screening exams and competency certifications for companies and placement centers.</li> <li>▪ Launch a manufacturing initiative and agricultural farms for income generation.</li> <li>▪ Establish and sustain a university-wide “Center (Makerspace) for Entrepreneurship and Incubation”.</li> <li>▪ Grow income from endowment and philanthropy.</li> <li>▪ Establish Incubation Centers facilitating commercializing university research and innovations.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Monetize patents, trademarks, and copyrighted materials.</li> </ul>
Promote alumni and diaspora engagements for financial support	<ul style="list-style-type: none"> <li>▪ Develop university strategy for alumni and the diaspora engagement.</li> <li>▪ Establish a university-wide “Alumni Engagement Office” to deepen alumni relations and engagement.</li> <li>▪ Develop an alumni database.</li> <li>▪ Establish an “alumni network” with enhanced record keeping of graduate's career, address, and contact information.</li> <li>▪ Organize targeted fundraising campaigns that target alumni and diaspora.</li> </ul>

### **Strategic Theme 3.7: 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*

<b>Objectives</b>	<b>Initiatives</b>
1. Develop and implement strategies governing university facilities, infrastructure use, and management	<ul style="list-style-type: none"> <li>▪ Conduct a comprehensive assessment and auditing of existing infrastructure and facilities to assess current needs.</li> <li>▪ Create a task force responsible for developing detailed implementation timelines and identifying committees to ensure strategic alignment and accountability in executing infrastructure projects.</li> <li>▪ Develop institutional property use and management policy.</li> <li>▪ Develop a long-term maintenance plan that includes regular assessment of infrastructure and technology to ensure continuous improvement and adaptability to emerging trends.</li> <li>▪ Develop institutional policies governing procurement of goods and services.</li> <li>▪ Ensure that facilities are accessible to all users, including those with disabilities, and offer flexible hours for equipment and facilities usage.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Optimize internal processes and workflows through the adoption of advanced technologies and streamlined procedures to improve productivity and contain operational costs.</li> </ul>
<p>2. Modernize BDU's infrastructure and facilities</p>	<ul style="list-style-type: none"> <li>▪ Renovate and upgrade physical and digital infrastructure, including laboratories, libraries, and other critical academic and research facilities to align with contemporary education, research, and community engagement standards.</li> <li>▪ Establish an eco-friendly waste disposal and management system and practice.</li> <li>▪ Develop institutional plan of action for “<i>Green BDU Campuses</i>” and environmental sustainability.</li> </ul>
<p>3. Expand the ICT infrastructure to facilitate teaching-learning, research, and operational efficiency</p>	<ul style="list-style-type: none"> <li>▪ Develop a comprehensive ICT Master Plan.</li> <li>▪ Invest in 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.</li> <li>▪ Establish an ICT support unit dedicated to providing ongoing training and troubleshooting services.</li> <li>▪ Establish a comprehensive digital library and research database.</li> <li>▪ Upgrade data centers and ICT and AI networking technologies to optimize and automate functions and operations.</li> <li>▪ Establish data backup and disaster recovery plan.</li> <li>▪ Collaborate with potential partners to establish new and upgraded specialized research centers, makerspaces, laboratories, and workshops.</li> </ul>



### Strategic Theme 3. 8: Digitalization and Digital Transformation

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

Objectives	Initiatives
1. Enhance the system of ICT use and digitalization to improve accessibility and standards	<ul style="list-style-type: none"> <li>▪ Develop an institutional digital and ICT use standards, procedures and guidelines.</li> <li>▪ Establish a university-wide information technology services unit to support digitalized excellence in research, teaching, outreach, and lifelong learning.</li> <li>▪ Improve the installation, maintenance, standardization and access of the ICT infrastructure</li> <li>▪ Identify and provide appropriate ICT facilities which satisfy needs of special user groups.</li> <li>▪ Create a state-of-the-art data center.</li> <li>▪ Ensure a robust, reliable, and stable ICT services.</li> <li>▪ Improve the ICT governance system and human resource management.</li> <li>▪ Develop and implement digitalization policies, strategies, and guidelines.</li> <li>▪ Improve the management of appropriate and responsible uses of ICT resources and facilities.</li> <li>▪ Create robust and responsive ICT maintenance capacity.</li> <li>▪ Develop and implement e-governance (the use of ICT) to streamline university services and operations.</li> </ul>
2. Enhance provision of digital services in the teaching-learning, research and operational processes	<ul style="list-style-type: none"> <li>▪ Scale up and integrate the use of digital technologies for online teaching and learning, research, and institutional management.</li> <li>▪ Promote the use of ICT in various institutional administrative functions including HR management, finance, inventory, payroll, and procurement.</li> <li>▪ Increase the development, application and outsourcing of in-house tools and software.</li> <li>▪ Improve the acquisition and adoption of different software.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Integrate the digital systems of BDU.</li> <li>▪ Strengthen the use of Assistive Technologies to support the needs of students with special needs.</li> </ul>
3. Ensure the security, and safety of the university digital infrastructure	<ul style="list-style-type: none"> <li>▪ Establish off-site backup servers and security and safety mechanisms.</li> <li>▪ Strengthen provisions of appropriate protection for fiber cables and university data.</li> <li>▪ Deploy strong cyber security systems and anti-viruses.</li> <li>▪ Introduce vigorous and dynamic login protocols.</li> </ul>

### **Strategic Theme 3.9: Internationalization and Strategic Partnerships**

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

Objectives	Initiatives
1. Develop institutional structure and strategies for global engagement	<ul style="list-style-type: none"> <li>▪ Design strategic direction and policy framework for comprehensive internationalization.</li> <li>▪ Establish “BDU Global” or “BDU International” Office.</li> <li>▪ Develop a plan of implementation to enhance international strategic partnerships.</li> <li>▪ Support faculty to participate in local and international professional associations.</li> <li>▪ Strengthen the unit within the “BDU Global” office leading efforts in expanding networking with BDU Alumni.</li> <li>▪ Establish a university-wide, integrated data management system to enhance and sustain internationalization efforts.</li> </ul>
2. Strengthen internationalization activities and engagements	<ul style="list-style-type: none"> <li>▪ Support academic staff’s engagement with international partners through research, academic exchange, joint publications, etc.</li> <li>▪ Promote and support grant seeking for joint international research projects.</li> </ul>



	<ul style="list-style-type: none"><li>▪ Attract international scholars and visiting professors to participate in the BDU academic and research programs, as well as knowledge exchange.</li><li>▪ Encourage and facilitate international faculty and student exchange programs</li><li>▪ Enhance students' intercultural competence through trainings focused on global citizenship</li><li>▪ Enhance curricula and programs to strengthen student exchange with international academic institutions</li><li>▪ Develop capacity and skills of staff on managing international research collaborations and partnerships.</li><li>▪ Develop strategies for joint or dual programs, foreign campuses and/or other strategic collaborations.</li><li>▪ Promote international accreditation of academic programs.</li></ul>
<b>3. Enhance global visibility of BDU</b>	<ul style="list-style-type: none"><li>▪ Organize a scheduled university-wide (e.g. quarterly) awareness and briefing sessions on the university's internationalization practices, plans and accomplishments.</li><li>▪ Support faculty to publish research articles in renowned and prestigious journals.</li><li>▪ Support and host international conferences and symposia, publications and media outlets</li><li>▪ Enhance the engagement of Ethiopian scholars and friends of BDU in the diaspora</li><li>▪ Expand membership and participation in international scholarly networks, consortia, research centers, and professional associations.</li><li>▪ Use of media??</li></ul>



#### **4. MONITORING AND EVALUATION OF THE STRATEGIC PLAN**

The need for monitoring and evaluation is to check whether the planned activities are performed as intended or not. It helps to take immediate remedial measures if the performance is not in accordance with the plan and to avoid obstacles that cause hindrance to achieve targets set. To achieve the targets on the Strategic plan, a coordinated effort has to be exerted by the leaders and the staff.

The strategies set for monitoring and evaluation of this five-year strategic plan (2025-2030) are as follows:

- i. Monthly performance evaluation report should be done on each Academic Unit.
- ii. Quarterly performance evaluation report should be done all over the university and the report document will be submitted to the respective division Vice President office.
- iii. Each division's Vice President Office has to organize, evaluate and submit quarterly report to the Strategic Affaires Office.
- iv. The Strategic Affaires Office consolidates the reports from concerned divisions (Vice Presidents Office).
- v. Different instruments will be applied to check whether targets are achieved and reported. Thus, survey, observation, and report documents can be used as an instrument for monitoring and evaluation. The report should clearly show the planned target and achievements in accordance with indicators; the problems faced during implementation and the solutions made to solve the problems and the way forward to achieve the planned targets.
- vi. Holistic performance evaluation of the strategic plan will be made at the end of the third and fifth implementation years. The evaluation will be made by a team organized from different departments or independent body out of the university.

The flow of reporting throughout the strategic plan will be as follows:

- a. Experts and instructors shall report to their immediate leaders weekly.
- b. Team leaders and Department Heads shall report to their respective Deans/Directors twice a month.
- c. Deans and Directors shall report to their respective Vice Presidents monthly.
- d. Consolidated report document will be submitted to the Strategic Affaires Office by the respective Vice Presidents at the end of the quarter year.



- e. The Strategic Affaires Office should consolidate, analyze and evaluate the reports, and the document will be submitted to the President, Board of the university, and Ministry of Education.

Moreover, in order to submit reports for concerned bodies and take all the necessary actions on time, there should be a fixed known time of reporting. Thus:

- Monthly reports should be submitted within three days of the next month for the Deans/Directors.
- Quarterly reports should be submitted to the Plan Department on the 25<sup>th</sup> of September, December, and March of every year.
- 4<sup>th</sup> Quarter (Annual) report should be submitted to the Strategic Affaires Office on 3<sup>rd</sup> of July every year.

The Strategic Affaires Office will submit Quarterly Report to the President on 7<sup>th</sup> of October, January, and April of every year. Annual Report will be submitted on 15<sup>th</sup> of July of every year.

The University will send its Quarterly Report to the Board on 15<sup>th</sup> of October, January, and Aprile, and its annual report will be submitted on 20<sup>th</sup> of July of every year.

## 5. IMPLEMENTAION PLAN

### BDU Five Years Strategic Plan Goals, Objectives, Key Performance Indicators and Targets

Strategic Themes	Strategic Goals	Strategic Objectives	Key Performance Indicators	Meas urements	Baseline	Implementation year					Target
						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	%		70	75	80	85	100	100
			Industry partnerships for Internships/research	No	284	310	336	360	385	400	400
			Internationally accredited academic programs	%	4	-	5	10	15	25	25
			Nationally accredited academic programs	%	4	50	75	85	95	100	100
		2. Attract competent and diverse students	Annually admitted international students	%	0.35	3	4	5	7	10	10
			Students who joined BDU by their first choice	%	100	100	100	100	100	100	100
			Students awarded merit-based scholarship by BDU	%		1	1	2	2	2	2
			Enrollment of students by considering DEI	%		1	2	3	3	3	3
			Students' admitted through an in-house entrance exam	%		20	100	100	100	100	100
		3. Ensure students' success and improved	Graduation rate	%	99	99	99	99	99	100	100
			Employment rate	%	65	75	80	85	90	100	100
			Students involved in co-and extra-curricular activities	%		75	80	90	95	100	100
			Students' satisfaction	%	62	75	80	85	90	95	95



		learning experiences									
		4. Improve teaching and learning facilities and opportunities	Classrooms equipped with modern technology	%	35	40	50	60	70	75	75
			Courses integrated with online learning platforms	%	10	30	50	70	85	100	100
			Faculty trained in innovative teaching methodologies	%	46	60	75	85	95	100	100
			Laboratories equipped with essential equipment and resources	%	60	70	80	85	95	100	100
<b>Research and Innovation</b>	<b>Promote cutting-edge research, and scholarship and a culture of innovation to advance societal and technological development.</b>	1. Institutionalize research and innovation programs	Multidisciplinary research projects conducted	<u>No</u>	83	100	120	150	175	200	200
			Projects engaging postgraduate students	%		100	100	100	100	100	100
			Staff engaged in research	%	50	65	80	90	95	100	100
			BDU journals indexed in WoS/Scopus/PubMed	<u>No</u>	0	-	-	-	1	2	3
		2. Promote research and innovation undertakings by academic staff and students	International research projects awarded	<u>No</u>	91	100	110	120	130	150	150
			Academic staff participating in paper presentation at national conferences and/or seminars	%	50	60	75	85	95	100	100
			Graduate students participating in paper presentation at national conferences and/or seminars	%	50	60	75	85	95	100	100
			Budget allocated for research and innovation	%	4	5	6	7	8	10	10



		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	3	5	10	15	20	25	25
		Patented innovations	No	230	233	235	240	245	250	250
		Publisher subscriptions	No	3	-	4	5	6	6	6
	3. Increase translation of research for impact	Incubated/commercialized research outputs	No	15	20	25	30	35	35	35
		Journal accredited by MoE	No	6	-	7	8	9	10	10
		Research conducted with stakeholders/industry	%	2	5	10	15	20	25	25
		Policy briefings produced	No	50	60	75	90	120	150	150
		Number of articles published in reputable journals	No	1300	1500	1800	2000	2300	2500	2500
		Publications in high impact factor journals (Q1 and Q2 journals)	%	40	45	50	55	60	75	75
	4. Enhance research and innovation facilities and infrastructure	Nationally accredited research grade laboratories	No	3	7	9	10	11	12	12
		Virtual laboratories	No	0	-	-	-	1	2	2
		Data center/database for research	No	0	-	-	1	-	-	1
	5. Advance indigenous knowledge through research and innovation	Patented indigenous knowledge	No	0	-	1	3	4	5	5
		Research projects focusing on indigenous knowledge	No	4	5	7	9	11	15	15
		Repositories created	No	0	-	1	-	-	-	1
		Allocated research budget for indigenous knowledge from total BDU research budget	%	0.5	1	2	3	4	5	5



<b>Community Engagement and Technology Transfer</b>	<b>Enhance community engagements and services to support sustainable socio-economic transformation and improve community livelihoods</b>	1. Expand multidisciplinary community engagement and service programs	Multidisciplinary community engagement centers	N <u>o</u>	5	5	6	7	8	9	9
			Multidisciplinary community engagement projects	N <u>o</u>	50	60	70	80	90	100	100
			Co-funded community service projects delivered jointly with partners	%	10	15	25	35	45	50	50
		2. Institutionalize community engagement and service at BDU	Workshops and conferences conducted/year to share best practices	N <u>o</u>	1	2	3	3	3	3	3
			Staff involved in community engagement	%	40	60	75	85	95	100	100
			Students participating in community engagement activities	%		30	35	40	45	50	50
			Community engagement activities integrated into academic programs	%		50	65	80	90	100	100
		3. Strengthen demand-driven clinical services	Health care services provided by Tibebe Ghion Specialized Hospital per year	N <u>o</u>	300,000	340,000	370,000	400,000	450,000	500,000	500,000
			Patients served via telemedicine and m-Health applications per year	N <u>o</u>	2000	3000	5000	6500	8000	9500	10000
			Partners (hospitals and health centers) linked with demand-driven clinical services	N <u>o</u>	25	26	28	30	33	35	35
			Patient care and community service models designed	N <u>o</u>	0	-	-	1	1	1	3
		4. Enhance the technology	Incubation centers established and promoted	N <u>o</u>	4	4	5	6	7	8	8



		transfer efforts of BDU	Technologies transferred and used	No	19	20	21	22	24	25	25		
			Incubated projects from research findings	%		10	15	20	30	40	40		
			Academic staff engaged in technology transfer	%	8	10	15	20	25	25	25		
			Students engaged in technology transfer	%		2	4	6	8	10	10		
		5. Enhance community engagement and service initiatives through collaborations	Collaborations created for community engagement	No		25	30	35	40	45	50		
			Community engagement campaigns to attract volunteers	No	1	2	2	2	2	2	10		
			Beneficiaries of collaborative community engagement projects	No	1 million	1.25 million	1.5 million	1.75 million	2 million	2.5 million	2.5 million		
		<b>Human Resource Development</b>	<b>Enhance the competence and professionalism of staff in advancing the mission of the University</b>	1. Improve attraction, satisfaction, and retention of competent and diverse staff	Staff satisfied with working environment.	%	55	60	65	70	80	90	90
					Highly qualified (Assistant Professor and above) academic staff	%	40	45	50	60	70	80	90
					Highly qualified (first degree and above) administrative staff	%	30	35	40	45	50	60	60
Competitive monthly salary package above average salary	USD				130	500	750	1000	1250	1500	1500		
2. Enhance capacity and professional skills of staff	Academic staff trained in professional skills			%	60	65	70	80	90	100	100		
	Administrative staff trained in professional skills			%		40	50	60	70	80	80		



			Improved job performance (above 80%)	%		75	80	85	90	100	100	
<b>Governance and Leadership</b>	Promote robust governance structure, management, and decision-making to fulfill academic, research, and community service missions.	1. Attract competent leaders and managers to advance institutional transformation	A guideline developed for leader attraction, selection, rewarding, and professional development	<u>No</u>	0	1	-	-	-	-	1	
			Leadership positions filled with merit-based recruitment	%		100	100	100	100	100	100	
		2. Revitalize governance and leadership systems, structure, and processes of the university	A newly devised organizational structure of BDU	<u>No</u>	0	1	-	-	-	-	-	1
			Decentralized academic units	%		100	100	100	100	100	100	
			Policies developed for procurement, property management, and finance	<u>No</u>	0	2	-	-	-	-	-	2
			Center for building leadership capacity	<u>No</u>		1	-	-	-	-	-	1
			Audit efficiency and effectiveness	%		99	99	99	99	99	99	
			Customer satisfaction with decision-making process	%		90	95	95	95	95	95	
		3. Ensure inclusivity and fairness in leadership	Diversity of staff holding leadership positions	%		100	100	100	100	100	100	
			Leadership positions held by women	%		15	20	25	30	30	30	
			Staff satisfaction in competitions for leadership positions	%		100	100	100	100	100	100	
		<b>Resource Mobilization</b>	<b>Enhance financial</b>	1. Increase mechanisms for financial	Partnerships with local businesses and funding organizations for sponsorship	<u>No</u>		150	200	250	300	400



		resource mobilization and diversification	Policies and strategies developed for resource mobilization	No	0	1	-	-	-	-	1		
			Establishment of financial resource mobilization and utilization unit	No	0	-	1	-	-	-	1		
		2. Expand and diversify revenue streams	Revenue generated from research, consultancy, and technology transfer	%	10	12.5	15	20	25	30	30		
			Wealth generated from university enterprises (Wisdom Enterprise)	birr	16 million	50 million	150 million	250 million	350 million	500 million	500 million		
			Launching of new revenue streams	No	2	2	2	2	2	2	10		
			Income generated from tuition and non-tuition fees	%		5	7	10	15	20	20		
		3. Promote alumni and diaspora engagements for financial support.	Funds raised through alumni/diaspora campaigns (donations)	USD		3 million	4 million	6 million	8 million	10 million	10 million		
			Alumni engaged in fundraising events	No		75	100	120	130	150	150		
			Project grants obtained through collaborations with alumni	USD		0.5 million	1 million	1 million	2 million	3 million	3 million		
			The creation of a database for BDU alumni to promote their engagement	No	0		1	-	-	-	1		
		<b>Facilities and Infrastructure</b>	<b>Modernize and renovate physical facilities and</b>	1. Develop and implement strategies governing university facilities,	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 equipment)	days		7	6	5	4	2	2



		infrastructure use, and management	Guidelines for property use, maintenance, and procurement	N $\underline{0}$	0	1	-	-	-	-	1		
		2. Modernize BDU's infrastructure and facilities	Renovated or modernized academic or research infrastructure	%		30	50	75	90	100	100		
			Eco-friendly facilities (e.g., solar-powered labs and waste treatment)	N $\underline{0}$		1	1	1	-	-	3		
			Areas within BDU campuses where greening initiatives have been implemented	%	60	70	75	80	90	100	100		
		3. Expand the ICT infrastructure to facilitate teaching-learning, research, and operational efficiency	Digitalized administrative processes (e.g., HR, finance, procurement, etc.)	%	30	40	50	65	80	100	100		
			Newly established smart classrooms	N $\underline{0}$	140	200		250	300	350	350		
			ICT-integrated laboratories	N $\underline{0}$	45	50	53	56	60	60	60		
		<b>Digitalization and Digital Transformation</b>	<b>Advance digitalization at BDU to modernize the</b>	1. Enhance the system of ICT use and digitalization promoting accessibility and standards	Internet average downtime per month	hour	15	7	5	3	2	1	1
					Newly established data centers	N $\underline{0}$	0	-	-	1	-	-	1
					Average response time for IT support requests	hour	2	1:30	1	30min	20min	15 min	15 min
Staff and student satisfaction with digital services	%				65	75	80	85	90	95	95		



			Staff certified with digital literacy (digital teaching tools, technologies and systems)	%	40	70	80	90	95	100	100		
			Guidelines and strategies developed for digitalization.	N <u>o</u>	2	1	2	2	-	-	5		
		2. Enhance provision of digital services in the teaching-learning, research and operational processes	Digitalized and automated services in teaching-learning, research, and administrative processes.	%	60	70	80	90	95	97	97		
			Courses delivered using LMS	%	40	55	70	80	90	100	100		
			Reduced stationery use	%	15	20	30	40	45	50	50		
			Updated assistive technologies for students with special needs	N <u>o</u>	0	2	2	2	3		9		
		3. Ensure the security, and safety of the university digital infrastructure	Systems with updated protective server security protocol.	%	70	80	85	90	95	100	100		
			Fiber cables with appropriate protection from physical damage	%	75	80	90	95	97	99	99		
			Successfully aborted cyber-attacks.	%	60	70	75	85	95	99	99		
			Systems in compliance with data protection regulations.	%	65	70	80	90	95	98	98		
		<b>Internationalization and Strategic</b>	<b>Advance international strategic partnerships</b>	1. Develop institutional structure and strategies for global engagement.	A strategic policy framework to guide and enhance strategic international partnerships.	N <u>o</u>	0	1	-	-	-	-	1
					An integrated university-wide data management system to enhance and sustain internationalization efforts.	N <u>o</u>	0	1	-	-	-	-	1



		BDU Global/International Office established	<u>No</u>	0	1	-	-	-	-	1
	2. Strengthen internationalization activities and engagements	Engagements of the academic staff with international partners through research, academic exchange, joint publications, etc.	%	25	35	45	55	65	75	75
		Internationally accredited academic programs	<u>%</u>	4	-	5	10	15	25	25
		Strategies for joint programs and other strategic collaborations	<u>No</u>	0	1	-	-	-	-	1
	3. Enhance global visibility of BDU	Support provided for faculty to publish research articles in renowned and prestigious journals per year	<u>USD</u>	0	-	10,000	10,000	10,000	10,000	10,000
		International conferences and symposia, publications and media outlets supported and hosted by BDU	<u>No</u>	10	13	15	27	20	25	25
		Engagements of Ethiopian scholars and friends of BDU in the diaspora	<u>No</u>	100	150	175	200	250	300	300
		Membership and participation in international scholarly networks, consortia, research centers, and professional associations	<u>No</u>	18	25	30	35	40	45	45

## **APPENDICES**

### **I. INTRODUCTION ABOUT BAHIR DAR UNIVERSITY**

Six decades have passed since the founding of the pioneer institutions that make up today's Bahir Dar University. It all started with the establishment of the Polytechnic Institute through a bilateral agreement between the Imperial Government of Ethiopia and the Union of Soviet Socialist Republics (USSR) in 1963. The institute initially established to train technicians by admitting students who successfully passed the eighth-grade national examination subsequently upgraded the programs and began offering Advanced Diplomas (12+3) by admitting students who had passed the grade 12 national examination.

In 1972, following the agreement between the Ethiopian government and UNDP/UNESCO, the Academy of Pedagogy was established to train primary education professionals, specifically focusing on teacher trainers for teacher training institutes. The Academy envisaged serving the East African region. In 1980, the Academy was renamed Bahir Dar Teachers' College and became part of Addis Ababa University, and began providing two-year teachers training programs in eight subjects, along with a Bachelor of Education (BEd) Degree in Pedagogical Sciences.

In 1995, it became independent from Addis Ababa University and became a self-governing college. Soon after, its academic programs were upgraded to a level of bachelor's degree. On May 6, 2000, the two pioneer institutions, Bahir Dar Polytechnique Institute and Bahir Dar Teachers' College, merged to form today's Bahir Dar University. Since then, BDU has expanded its programs and accessibility significantly. At the time of its establishment, there were fewer than 20 academic programs under two faculties (Faculty of Engineering and Faculty of Education) on two campuses. Currently, there are 113 bachelor degree programs, 188 master's degree programs, and 105 doctoral programs, 6 specialty, 12 sub-specialty, and 10 certificates spread across 16 academic units (five colleges, two faculties, five institutes, two schools, and two academies) on nine campuses.

Beyond the academic units, BDU has established more than ten active research centers to realize its vision of becoming a research-intensive university. It continues to aspire to be a center of excellence in areas such as education, disaster risk management and food security studies, land administration, textile and fashion design technology, maritime engineering, and blue economy. In 2018, a study on university differentiation by the then Ministry of Science and Higher Education (MoSHE) designated BDU as a research university. This designation



coincided with BDU's vision of becoming a research-intensive university, with Physical Sciences and STEM, Agriculture and Life Sciences, Medicine and Health Sciences, Social Sciences and Humanities, and Teacher Education identified as priority research areas.

Following the Ministry of Education's initiative to grant autonomy to universities, the Council of Ministers decreed the University Autonomy Proclamation (Proclamation No. 1294/2023) in 2023. As a pioneer higher education institution in Ethiopia, BDU is poised to lead in exercising organizational, academic, and financial autonomy. Hence, this strategic plan is developed in line with the university's designation as a research-intensive university and its role as an autonomous higher education institution.

Since the Ministry of Education's first initiative to make universities autonomous institutions, BDU has been carrying out various preliminary activities. An Autonomous Steering Committee was established which conducted situation analysis and discussions with members of the university's community. In August 2024, an independent office called the "University Autonomy Transformation Administrative Office" was established, and is has been carrying out preliminary activities. A subcommittee was established to develop the University's Strategic Plan. BDU's Strategic Plan Preparation Committee conducted context analyses (by examining national, regional, and international policies, strategies, directives, guidelines, and trends to derive implications for the university's strategic plan) and situation analyses (to identify the university's prevailing strengths and weaknesses as well as external opportunities and threats) to draw out implications for its missions as an autonomous research-intensive university.

## **II. CONTEXT ANALYSIS**

The Committee examined international, regional, and national policy and strategy documents so as to align BDU's Strategic Plan with the spirit and directions of these international, regional and national policies and strategies. For this purpose, documents which show global trends (trends of Internationalization of Higher Education, Sustainable Development Goals, and Agenda 2063) and national policies and strategies (the 2023 Education and Training Policy, the National Ten Years Development Plan, University Autonomy Proclamation, and Differentiation of Higher Education in Ethiopia) were analyzed. In the sections that follow, a brief overview of the documents and their implications for BDU's Strategic Plan are presented.



## **A) Global Trends and Implications for the Strategic Plan**

### ***Trends in Higher Education Internationalization***

One of the issues considered in developing the BDU Strategic Plan is the prevailing trend of internationalization of higher education. The global survey report by the International Association of Universities (2024) revealed that academic staff training in international, intercultural and global competencies, internationalization and inter-culturalization of the curriculum at home for all students, enhancing research capacity and quality through international partnership, increasing the number of incoming degree-seeking international students, increasing the number of Ethiopian students undertaking study abroad, and enhancing virtual forms of internationalization as the most pressing future priorities for internationalization of higher education.

Bahir Dar University has been promoting internationalization in its previous strategic plans and remained unwavering in global collaboration, knowledge exchange, and diverse partnerships to exchange talent, ideas, and resources, thereby enhancing its regional and global impact. For the success of its efforts to promote internationalization, it is essential to consider trends and future scenarios of higher education internationalization. Thus, as an institution striving to promote internationalization, BDU needs to work on projects which focus on exchange programs for staff and students, to develop internationalization policy, to design schemes for increasing admission of international students, to develop joint curricula with international partner institutions, and to accredit academic programs so as to attract students from abroad.

### ***Agenda 2030 – Sustainable Development Goals***

The 2030 Agenda for Sustainable Development presents a transformative vision for economic, social, and environmental progress that will steer the United Nation's efforts to global development. The 17 Sustainable Development Goals (SDGs) serve as benchmarks for countries to assess their starting positions as they embark on this collective journey towards sustainable development. These goals also provide a framework for planning and monitoring progress at both national and local levels. From a long-term perspective, the SDGs support countries in pursuing sustained, inclusive, and environmentally sound development through the formulation of public policies, budget allocations, and evaluation mechanisms.



As agents of change and a leading academic institution in search of solutions to societal and environmental problems, higher education institutions (HEIs) need to assume responsibility to contribute to sustainable development. The role of HEIs can play a significant role in promoting SDGs in four areas: research, innovative education, community engagement, and leadership and governance. Thus, BDU needs to integrate SDGs in the curricula of its academic programs, research endeavors and institutional policies, to promote sustainability practices on and off campus as part of its public engagement, to establish and strengthen its partnerships with national and international institutions to achieve the SDGs.

### ***Agenda 2063***

The African Union's Agenda 2063 sets the vision of the continent for 2063 as an “integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena”. One of the aspirations of Agenda 2063 is a prosperous Africa based on inclusive growth and sustainable development. To fulfill this aspiration, the African Union has set a goal of developing well-educated citizens and of revolutionizing skills development through science, technology and innovation. Agenda 2063 emphasizes that a key driver of Africa's prosperity will be its world class human capital developed through quality education.

The focus of Agenda 2063 is to promote inclusive, relevant and quality education in support of industrialization and sustainable development, to prioritize areas that promote innovation and research to address challenges such as climate change, health and agriculture. Moreover, Agenda 2063 attempts to stimulate pan-African cooperation to harmonize qualifications frameworks, to promote cross-border academic mobility, to integrate entrepreneurship and technical skills training into higher education to support job creation and combat unemployment. Hence, BDU's Strategic Plan needs to integrate the transformation goals of Agenda 2063 into curricular revision, research and innovation activities and to promote pan-African collaborations.

## **B) National Policies and Strategies and Implications for the Strategic Plan**

### ***The Ten-Year Development Plan***

Ethiopia has set a Ten-Year Development Plan in 2021. The plan encompasses a comprehensive approach to stimulate economic growth, reduce poverty, and enhance social welfare across various sectors. Its overarching goals include sustaining rapid economic growth, reducing unemployment, and ensuring equitable distribution of resources. In particular, the plan



emphasizes the need for strong governance structures to implement developmental plans effectively and encourages diverse academic and research agenda aligned with national priorities, particularly in technology and agribusiness sectors. Furthermore, the ten-year plan promotes international partnerships as vital for knowledge and resource exchange, promotes the integration of digital technologies for service delivery and economic management, focuses heavily on building infrastructure to support economic activities, and prioritizes effective resource management and local wealth generation through improved public-private partnerships.

BDU as a higher education institution working towards the realization of national development plans needs to align its vision and missions to the aforementioned initiatives of the national development plan. Hence, BDU:

- is expected to review its academic programs to address national industry needs, particularly in sectors crucial for economic growth, like agriculture and technology.
- needs to plan to foster international collaborations that align with national aspirations for a globalized educational framework, particularly for technological advancements.
- should integrate digitalization into academic and administrative programs so as to improve educational quality and align its programs with national efforts of modernization.
- has to contribute to the broader goal of national infrastructural development by advocating for modern technological infrastructure.
- needs to focus on efficient resource use and wealth generation through technological innovations in research in support of national development goals.

### ***Education and Training Policy - 2023***

Following the design of an education roadmap, the MoE developed a new education and training policy which is approved by the Council of Ministers in February 2023. In its section on higher education affairs and directions, the policy stipulated the following:

- The higher education programs need to be aligned with the national and international development and growth trends as well as human resource market demands.
- All students need to spend at least twenty percent of their time at university getting practical education related to industry or the professional field they are training in.
- In each academic program, a professional ethics course needs to be given related to the program.



- Educational programs need to be aligned with the missions of the differentiation of institutions.
- Educational programs need to promote indigenous knowledge
- Higher education institutions need to work of international accreditation of their academic programs.
- A system will be developed for government higher education institutions to become autonomous in order to enhance their national and international competitiveness.

The implication of the aforementioned directions is that BDU, in its strategic plan, need to incorporate curricular revision to align its programs with national and international developments and growth directions, to promote experiential learning in academic programs, and to integrate indigenous knowledge in academic programs. In addition, accreditation of academic programs and initiatives that lead to the realization of its aim to have autonomy are worth being part of BDU's Strategic Plan.

### ***Higher Education Differentiation***

In 2019, the then Ministry of Science and Higher Education (MOSHE), surveyed the capacity of all government higher education institutions and differentiated them into three categories – comprehensive universities, universities of applied sciences, and research universities. BDU is one of the eight universities differentiated as research universities. According to the differentiation, research universities are expected to have more than half of their faculty members with PhD degrees, a significant number of graduate student population, adequate funding for research, grants from projects, and income from spinoffs, high research productivity, strong international research collaboration, scholarly resources which facilitate research activities, and a research culture. The implication is that in its strategic plan BDU, as a designated research university, needs to incorporate initiatives pertaining to staff development, expansion of graduate programs, grant seeking and securing, and expansion of collaborations with local and international institutions.

### ***University Autonomy Proclamation (Proclamation No. 1294/2023)***

In October 2023, the Federal Democratic Republic of Ethiopia (FDRE) issued “University Autonomy Proclamation” (Proclamation No. 1294/2023). According to the proclamation an autonomous university is a higher education institution which has autonomy with respect to organization, academics, finance, and staff. To be an autonomous university, an institution



needs to have strong financial capacity, engage in community-focused research activities, be academically competitive, etc. To this end, the BDU Strategic Plan needs to incorporate initiatives pertaining to the diversification of resource mobilization to strengthen financial capacity, reorganization of the structure of academic units, revision of administrative systems, and capacitating the staff for the success of Autonomous BDU.

### C) SITUATION ANALYSIS

The BDU Strategic Plan Development Committee examined documents and reports of academic units and conducted focus group discussion with faculty members from various departments to identify the strengths, weaknesses, opportunities, and threats of Bahir Dar University and issues that pose a threat to BDU. The core strengths and weaknesses as well as salient opportunities and threats are identified and summarized in the table below.

*Table: Strengths, weakness, opportunities, and threats of BDU*

Major strengths	Major weaknesses
<ul style="list-style-type: none"> <li>- Attractive green and clean campuses</li> <li>- Diverse programs</li> <li>- Well-experienced staff</li> <li>- Reputation of academic programs</li> <li>- Unique academic programs</li> <li>- Accredited academic programs</li> <li>- Availability of an effective Student Information Management System</li> <li>- Staff retention schemes</li> <li>- Great emphasis on research</li> <li>- A plethora of long-term and successful partnerships</li> <li>- Experience in exercising decentralized administration</li> <li>- Center of excellence in education, disaster risk management and food security studies, land administration, textile and fashion design</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of a well-organized system for utilizing and managing resources</li> <li>- Limited income generation initiatives</li> <li>- Insufficient research productivity</li> <li>- Weak monitoring and evaluation system for checking efficiency and effectiveness</li> <li>- Existence of program duplications</li> <li>- Few initiatives to develop digital systems</li> <li>- Limited relevant research to solve practical problems</li> <li>- Lack of a system of easy succession for the leadership</li> <li>- Low motivation on the part of staff and students</li> <li>- Lack of stakeholder mapping</li> </ul>



<p>technology, maritime engineering, and blue economy.</p> <ul style="list-style-type: none"> <li>- Availability of research institutes and field sites for research</li> <li>- Availability of nationally accredited journals.</li> </ul>	
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ul style="list-style-type: none"> <li>- Supportive policy environment (University Autonomy Proclamation, Higher Education Differentiation Policy, etc.)</li> <li>- Availability of enormous natural resources in BDU's vicinity</li> <li>- Availability of a large number of alumni nationally and internationally</li> <li>- Favorable climate and geographical location of Bahir Dar city to attract students and staff</li> <li>- Be a headquarter of the Regional Universities' Forum</li> <li>- Governmental and public support</li> <li>- Growing partnerships with international institutions</li> </ul>	<ul style="list-style-type: none"> <li>- Economic challenges such as high inflation and budgetary problems</li> <li>- Current political instability and insecurity</li> <li>- External influence on the operations of BDU</li> <li>- Declining student population nationally</li> <li>- Frequent policy changes</li> <li>- Little value given to education by the community</li> <li>- Increasing competition among higher education institutions</li> <li>- Strict national policies, regulations, and guidelines</li> </ul>