

BEING A DEAN AT THE FACULTY OF TECHNOLOGY, ADDIS ABABA UNIVERSITY, ETHIOPIA

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OUTLINE OF THE PRESENTATION

- Acknowledgments
- Brief introduction about the AAU in general and the FOT in particular
- General functions of a Dean at the FOT, AAU
- Challenges and Opportunities
- Discussion
- Summary and recommendations



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- The AAU



Brief introduction about the AAU in general and the FOT in particular

- AAU has 15 Faculties, 5 Research Institutes and 6 schools
- It has about 30,000 students and about 1500 Academic staff (2005/06)
- The President of the AAU is the CEO of the University and is appointed by the Federal Government
- The AAU President has AVP and BVP



Brief introduction (contd.)

- FOT is one of the Faculties in the AAU and has two campuses (NC & SC)
- FOT has 8 Departments: CE, ME, ECE, CHEM, Arch, COTM, Pre Eng'g and MRTD
- FOT offers 8 BSc, 5 Advanced Diploma (now phasing out) and 18 MSc programs
- Preparation is completed to start joint PhD programs with German Universities



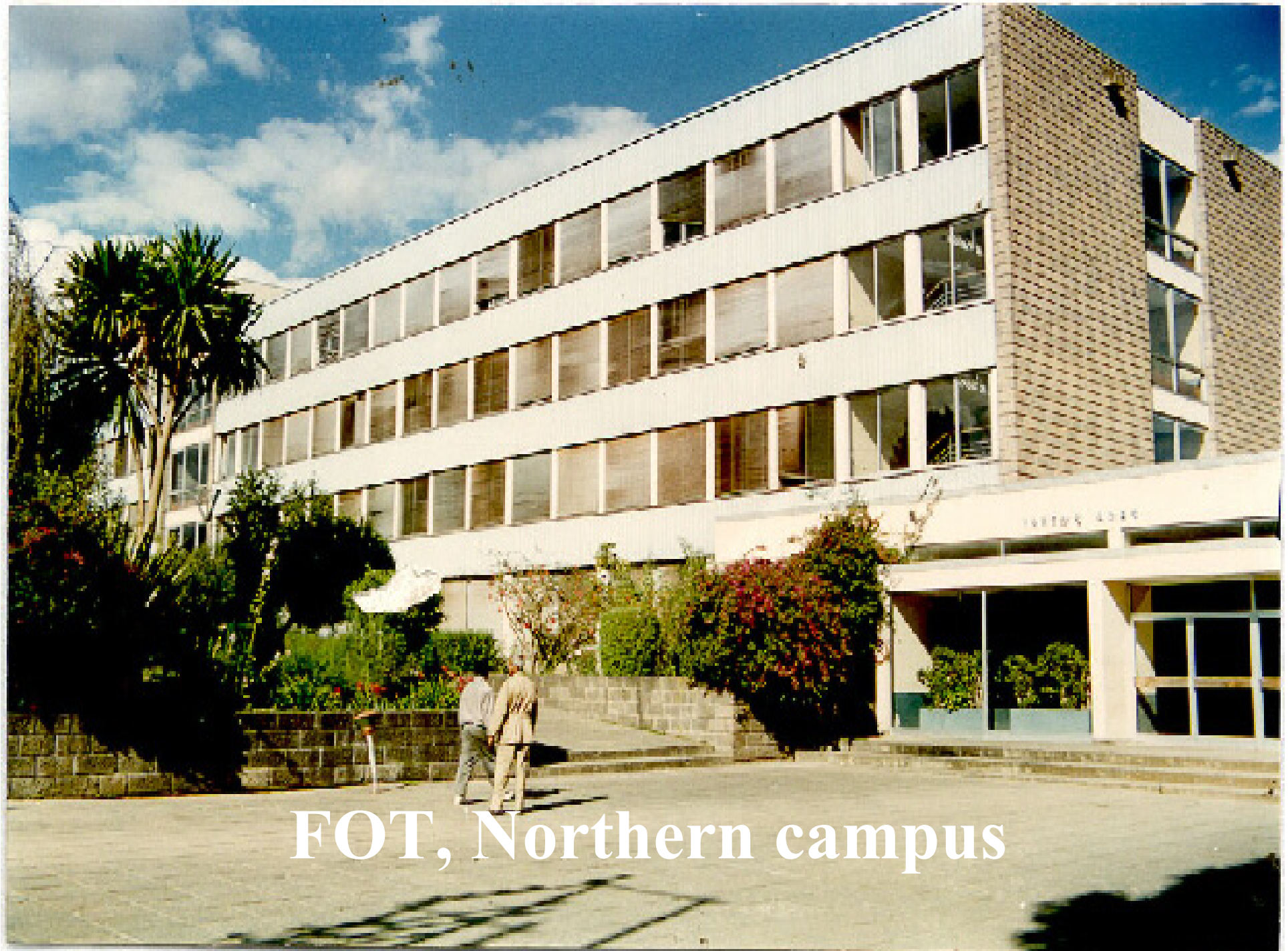
Brief introduction (contd.)

- FOT has about 6000 regular and extension students
- 170 staff members : among which 46 PhD (24 German Alumni), 65 MSc, and the rest BSc
- It has about 350 administrative staffs
- The Faculty is fully funded by the Federal Government of Ethiopia, but generates some extra funds by giving consultancy services





AAU main campus



FOT, Northern campus



FOT, Southern campus

Students in the NC garden!



General Objectives of the Faculty

- Teaching
- Promote research and
- Provide consultancy services



VISION of the FOT

**To be The Center of Excellence in
Engineering and Architecture
Education and Research In the
Region, and upgrade itself from
the FOT to Technical University**



Major administrative units

The Deans Office heads:

- Associate Deans (three),
- Assistant Deans (two),
- Department Heads (eight),
- Record Officer,
- Computer center, Water center, Energy center, TFILU
- Library and Book stores
- Administration and Finance Head



Dean's appointment

- The Faculty Academic Commission generally nominates a dean and the President appoints him/her for a term of three years.
- The Dean can be appointed for one more term
- The president has power to name a Dean without election.
- The Dean is entitled to a half teaching load



THE DEAN AS THE CEO OF THE FACULTY

- The Dean chairs the Faculty Academic Commission
- Appoints Associate and Asst. Deans,
- Department Heads are nominated by the Department staff meeting and the Dean appoints
- The Dean has a modest administrative allowance and vehicle for duty (most of the time)



Link between the University Senate and academic staff

- Two staff representatives and Department heads are member of the AC
- The Dean and one faculty staff representative is member of the University Senate



The major functions of a dean include, but not limited to the following:

- Academic
- Administrative
- Student affairs
- External relations



Major functions of a Dean at the FOT

a) Academic

- See curriculums are reviewed periodically
- Opening of new and expansion of existing programs
- Execute recruitment and employment of teaching and technical staff
- Plan staff development: promotion, scholarships, ...
- Work on expansion of facilities: laboratories, class rooms, offices, computer centers, ...
- Encouraging seminars, workshops,



Functions of a Dean (contd.)

- Encourages academic research and publications
- Establish industrial links and generate research funds, summer job possibilities, scholarships;
- Listen to students petitions and take actions;
- Establish good chain of command between various units
- Improve facilities: computer, library,....
- Implement strategic plan: short term and long term



Functions of a Dean (contd.)

b) Administrative

- Employment of competent supporting staff
- Controls budget and financial expenses
- Overlooks purchasing activities
- Secure finance for infrastructure expansion: laboratories, class rooms,
- Check student facilities: lounge, play grounds, ...
- Chairs meetings within the Faculty;



Functions of a Dean (contd.)

- Defends budget requests,
- Represents the Faculty at the University Senate and other occasions;
- Signs on checks, and responsible for disbursement of budget,
- Check campus security, safety, beauty, ...
- Disburses funds generated internally: 50% (researchers)+25%(Equipment)+25%(University:Faculty:Department);



Functions of a Dean (contd.)

c) Students affairs

- Check facilities in student's dormitories
- Check cafeteria services
- Supervise implementation of cost sharing principles
- Recreation facilities: foot ball, basket ball, ground tennis, ...
- Reading areas and book stores



Functions of a Dean (contd.)

d) External relations

- Establish links with local government and non-governmental offices, Regional government bureaus, other Universities within and outside the country
- Gives occasional press releases: Deans message on student magazines, activities of the Faculty should be made public, speeches, interviews, ...
- Gives support to engineering professional associations: EACE, ESME, SEEE,



Functions of a Dean (contd.)

- Look for summer job to students and permanent job after graduation
- Linking with International donor agencies: UNESCO, World Bank, EU, AU, GTZ, ... (use foreign experts as guest lecturers, external examiners, ...)
- Establish good working relations with important Embassies: eg. Germany, USA, UK, Italy,



Functions of a Dean (contd.)

e) Meeting with government high level officials: Ministers,

- Sell your Faculty and try to get research funding
- Organize and offer tailor made trainings and certify
- Show the Faculty interest and capability to solve their problems
- Where possible, try to have good working relations with influential politicians and relevant government officers



Functions of a Dean (contd.)

f) Give expertise opinion on relevant issues, when requested

- Use your pool of expertise to give consultation services, review foreign studies,
- In the developing countries highly qualified expertise are available in Universities than in the industry.



Signing of MOU



Discussion with guests



Meeting with Inter'l guests!



Possible challenges and opportunities

Economic,

- Lack of sufficient budget allocation for staff employment, ...
- Lack of fund for staff foreign travel expenses for workshops, conferences less international exposure.
- Less pay to university professors than in the industry
- The government commitment to expand higher education (+)



Possible challenges and opportunities (contd.)

Academic,

- Deans term is shorter if it is only one term of 3 years
- Practice oriented vs theory based higher education (Is university education for academic elite's? Globalization vs local training?))
- Too much trust on expatriate opinion and neglect local professional inputs
- Securing scholarship for younger staff members
- Allocation of students to Departments: demand of certain departments is higher than others! How should they be allocated?

Possible challenges and opportunities (contd.)

- Research outputs are shelved and not taken up by local industries (limit the problem solving nature of the education). Probably policy support is necessary!!!
- The government commitment to expand higher education (+)
- Increased number of potential candidates (students) (+)



Possible challenges and opportunities (contd.)

Political

- Too much interference by some governmental ministries in opening academic programs and academic curriculum development
- Contradiction between capacity and intake
- Affirmative action (to less privileged +) and Gender issue (Is it possible to accommodate 50-50% at this stage?)
- Expansion of existing and opening new universities (++)



Possible challenges and opportunities (contd.)

Administrative

- Government bureaucracy and lack of administrative and financial autonomy with accountability
- Decisions are highly centralized
- Too many meetings!!!
- No upgrading courses on management skills to top executives



SUMMARY

- It is with all the above constraints that Dean's and their crew are attempting to promote higher education in Ethiopia.
- Deanship is interesting and challenging job, which will be achieved best with collaborative efforts and strong link with relevant government institutions.
- Despite the less salary payment by the government, it is rewarding to see new programs opened, more students graduate, more research outputs are taken up by investors, (gives moral satisfaction!!)
- Academic administration, such as Deanship, is fairly democratic and is usually done on a rotation basis. The Dean will have to go back to his full teaching post after his term is completed.

Summary (contd.)

- The Dean sacrifices his personal and family time to cater for his administrative responsibility.
- The Dean, unless he effectively uses his/her time efficiently and delegates his power, he might be locked in routine administrative works and can “forget/delay” his academic promotion. Some can accelerate their research by being a Dean. Give a balance!!



Summary (contd.)

- Care should be taken in selecting a Dean to any Faculty by looking at : academic and professional competence, research and publication outputs, managerial capability, ethics, human relations, (recognition by colleagues is important!)
- The Dean should at best reflect/represent the faculty



Possible questions for discussions!

- Should Deans have perfect personality (they are human beings)?
- Can Deans satisfy all the above points or are they wish lists? Is it too ideal?
- Do Deans need “luck” to achieve their ambition? YES!!!
- In any case university staff are the “cream” of the society, if they cannot do it, who else can better do it?



RECOMMENDATIONS

For a successful term as a Dean and enjoyable working atmosphere, among other things, the following important points are worth considering:

- a) Attempt to promote academic excellence: improved teacher student relationship, provide quality education, freedom of speech, writing and dialogue in the campus, (satisfying accepted ethical standards).
- b) Encourages academic autonomy (Faculties should expand their programs on their own looking into the current demand and not necessarily ordered by someone else!)



Recommendations (contd.)

- c) Financial autonomy with accountability is crucially important!
- d) Continuity of Dean's service duration: a minimum of 5 years with a maximum of 10 years in office.
- e) Strive for allocation of "sufficient" budget for travels to participate in foreign conferences, seminars,

Recommendations (contd.)

- f) Organize efforts to promote researches and publications to solve problems of the nation!!! (There is a lot to do in this regard!).
- g) Trust and competence based teamwork with Associate and Assistant Deans, Department Heads.
- h) Dealing with students demand is sensitive and the Dean has to listen to student's legitimate/illegitimate demand and give appropriate answer timely.
- i) Hold general staff meetings and inform new developments where necessary!!



Recommendations (contd.)

(j) Leading academic institution is not an easy task, at times it can be sensitive to economic, political, and social issues. Be careful, consult your boss(s) and get legal advising where necessary!!

(k) There are colleagues who are equally/better competent academically but want to see things done by someone else, without involving themselves. The Dean, as far as possible, should attempt to bring them on board. One cannot satisfy all: but should have patience, integrity and competence to deal with staff & problems.

Recommendations (contd.)

- (l) The Dean should have courage to take administrative and disciplinary measures in consultation with the AVP and the President (including reporting, suspension, firing of staff) where appropriate.

- (m) The Dean must have a good working relationship and backing from the President, AVP, and other faculty Deans for smooth running of its duty (possible human and material resource sharing.)



Recommendations (contd.)

- (n) Deans should be provided with better financial remuneration so that they concentrate on their work rather than looking for part-time engagements elsewhere.
- (o) The Dean should attempt to ensure that his staff's are well paid (consider ways how to tackle international brain drain!)
- (o) More importantly, the Dean, being elected on his academic merit, should try to avoid unnecessary confrontation with politicians and political issues!!



Thank you!!