

Strategic Management

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Abstract: *During the strategic planning process, we admas university mission and vision, identified and analyzed the internal and external environments, and examined market trends and opportunities. We set our sights on admas university future through careful analysis and anticipation of the diverse needs of our students, faculty and staff; and we developed the roadmap for sustaining our school while increasing its vitality, strength, and success. As we embark on the implementation and achievement of the strategic plan goals, we will continuously evaluate the current situation and make necessary adjustments in order to maintain the best course of action. After thoughtful reflection of admas university , which are firmly founded on five decades of education, we are dedicated to sustaining and improving admas university role in preparing young adults for productive lives in service to their faith, their family, and their communities. This will require concerted efforts of those whose lives have been enriched by the admas university experience. These valued individuals include the faculty and staff of the school.*

Keywords: Strategic, Management

1.1. Introduction

Admass university of education mainly organizes activities for the society in the fields that have gained importance on the improvement of individuals with a view of career building, improving professional knowledge and skills, achieving new skills and supplying individual development needs. For this purpose centers have been established within different universities through the principle of making education accessible to everyone as a starting point for a lifelong learning process. These centers which aim at providing continuing education, implement more flexible programs compared to those executed in regular programs at higher education institutions. Admas university is one of the higher institutions involved in education. Owing to this fact education program of Admas university needs to be made accessible further for those who cannot get regular education and be consolidated in such a way that quality education can take place. In light of this, its provision has to be properly investigated and recommendations forwarded so that timely measures can be taken that can assure quality education.

1.2. Analysis of Higher Education

Higher Education of Ethiopia is structured under the Ministry of Education. The new higher education proclamation no 650/2009 was proclaimed to lay down the legal system to enable institutions to effect institutional transformation to focus on critical issues of relevance and quality of education and research to contribute with efficacy to the Ethiopian peoples' aspirations of peace, democracy and development. With this objective of the nation, higher institutions are entitled to offer education at Bachelor Degree and any other degree with the approval of university senates. This proclamation further states that, without the prejudice of other provisions of this proclamation and relevant regulations and directives, every institution shall have a reliable internal system for quality enhancement that shall be consistently improved. Moreover, the proclamation has made it clear that the focus on research in any institution shall be on promotion, the relevance and quality of education, and on the country's development issues focusing on transfer of technology. As per the proclamation of higher education, many universities have been established in the country. Among these Admas university is one of the bigger universities established in the country earlier than many others.

1.3. Vision

Admas University College envisions being the most reputable Private Higher Education Institution in terms of outstanding quality Education, Research, Training, and Community Development services in East Africa by 2020.

1.4. Mission

Admas University has the following missions to accomplish:

- ❖ provide quality higher education at all levels for affordable price through regular, continuing, and distance education modes so as to produce competent professionals who can support the development endeavour of the country;

- ❖ undertake research that helps to solve the economic and social problems of the country and that can also add new values and knowledge to the society;
- ❖ render consultancy and short-term training services to businesses, government, and nongovernment organizations to help them accomplish their objectives;
- ❖ render various community services to fulfill social responsibilities expected of it as an academic institution;
- ❖ conduct quality and outcome-based training to produce middle level human resources and supply to the industry;
- ❖ produce competent entrepreneurs who could contribute to the technology transfer endeavours of the country.

1.5. Proposed mission

provide quality higher education at all levels for affordable price through regular, continuing, and distance education modes so as to produce competent professionals who can support the development endeavour of the country; undertake research that helps to solve the economic and social problems of the country and that can also add new values and knowledge to the society.

1.6. Mandate

Admas University is devoted to promote the following organizational and individual values at the institutional level and among its staff.

1.7. Organizational Values

Quality	Diversification
Excellence	Expansion
Secularity	Involvement
Equity	Collaboration
Gender sensitivity	Transparency
Reliable partnership	Decisiveness
Academic freedom	Accountability
Efficiency	Responsiveness

1.8. PEST Analysis

Political, economic, social and technological issues have their own role to play on the validity and implementation of higher education. On the side of political environment, the government encourages private schools that teach students and improve challenges on governmental schools. Indeed, the government is highly concerned about quality education. Accordingly, there must be some sort of mechanism that can bring quality education both in the country, in general, and in Admas University, in particular. Economically, there is a great social and economic importance of higher education in general. That is, whenever those who can pay school tuition fee to access quality education are given chance to learn through education they can contribute to growth and development of the country. Lifelong learning and lifelong education improve work efficiency and learners can get introduced to modern methods of production and new technologies. Hence, educations have its own role to play for betterment of life and transformation of developing countries such as ours to the next level of development. However, to execute education at the required quality needs more resources and knowledge. Student's parent can afford if tuition fee is raised to solve the above problems. Hence, it is not one of the bigger challenges Admas University faces. Socially, higher education contributes a lot. That is labor is one of the four main economic resources. When we talk about labor, both skilled and unskilled labor plays a very great role in the economy. Higher Educated persons can contribute for societal change through research and development. Technological transfer gets faster when people are educated. Technology is both the cause and effect of education. Then, people have to be educated at all places so that they can cope up with the modern technology and way of doing. On the other hand, modern education requires modern technologies such as internet, multi-media, satellite communication, etc. These are not easy to make them available at all centers. These technologies cost a lot of money. Thus, cost of different educational technologies is another challenge of Admas University. Occasionally PEST analysis extends to the extent of PESTE analysis including environmental issue. Regarding this no any notable environmental challenge is associated to Admas University.

1.9. SWOT Analysis

Admas University has the following strengths, weaknesses, opportunities and threats.

A. Strengths

1. Management systems
2. Design and Implementation of BSC

3. Availability of modules and printing press
4. More or less organized centers

B. Weakness

1. Employee Satisfaction
2. Innovation/ Creativity
3. Modules lack clarity and consistence
4. Delays to declare results

C. Opportunities

1. Development of new legislation
2. Strong government support given to education
3. Tough Competition
4. Emerging Technologies
5. Trust With customers

D. Threats

1. Political unpredictability
2. Unfair competition
3. Expansion of technologies
4. Less Awareness about private education
5. Delay in HERQA’s decision.

2.1. External Factor Evaluation (EFE) matrix

External Factor Evaluation (EFE) matrix method is a strategic-management tool often used for assessment of current business education conditions. The EFE matrix is a good tool to visualize and prioritize the opportunities and threats that of education is facing. The external factor matrix uses:

- **External Opportunities and Threats**

The process of doing the matrix is as follows: The first step is to collect a list of external factors. Division factors into two groups: opportunities and threats. We have already done that above. These are:

Opportunities	Threats
Strong government support given to education	Political unpredictability
Development of new legislation	Unfair competition
Tough Competition	Expansion of technologies
Emerging Technologies	Less Awareness about private education
Trust With customers	Delay in HERQA’s decision.

Assign weights: Assign a weight to each factor. The value of each weight should be between 0 and 1 (or alternatively between 10 and 100 if you use the 10 to 100 scale). Zero means the factor is not important. One or hundred means that the factor is the most influential and critical.

Rate factors: Assign a rating to each factor. Rating should be between 1 and 10. Rating indicates how effective the firm’s current strategies respond to the factor. 1 = the response is poor and 10 = superior. Weights are industry-specific. Ratings are company-specific. **Multiply weights by ratings:** Multiply each factor weight with its rating. This will calculate the weighted score for each factor. **Total all weighted scores:** Add all weighted scores for each factor. This will calculate the total weighted score for the company.

OPPORTUNITIES	WEIGHT	Rating	Weighted Score
Strong government support given to education	0.2	8	1.6

Development of new legislation	0.1	6	0.6
Threatening Competition	0.1	8	0.8
Emerging Technologies	0.1	7	0.7
Trust With customers	0.2	6	1.2
THREATS			
Political unpredictability	0.02	7	0.14
Unfair competition	0.1	6	0.6
Expansion of technologies	0.1	8	0.8
Less Awareness about private education	0.1	7	0.7
Delay in HERQA's decision.	0.1	7	0.7
TOTAL	1		9.4

We require establish the overall weighted score as 9.4

2.2. Internal Factor Evaluation (IFE) matrix

Internal Factor Evaluation (IFE) matrix is a strategic management tool for auditing or evaluating major strengths and weaknesses in functional areas of education business. The **IFE Matrix** together with the EFE matrix is a strategy-formulation tool that can be utilized to evaluate *how higher education organization is performing* in regards to identified *internal strengths and weaknesses* of a company.

Conduct internal audit and identify both strengths and weaknesses in all your business areas. It is suggested you identify 10 to 20 internal factors, but the more you can provide for the IFE matrix, the better. The number of factors has no effect on the range of total weighted scores (discussed below) because the weights always sum to 1.0, but it helps to diminish estimate errors resulting from subjective ratings. In the below are list strengths and then weaknesses. It is wise to be as specific and objective as possible. You can for example use percentages, ratios, and comparative numbers.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Management systems • Design and Implementation of BSC • Availability of modules and printing press • More or less organized centers 	<ul style="list-style-type: none"> • Employee Satisfaction • Innovation/ Creativity • Human Resources Management • Delays to declare results

Rate factors: Assign a rating to each factor. Rating should be between 1 and 10. Rating indicates how effective the firm's current strategies respond to the factor. 1 = the response is poor and 10 = superior. Weights are industry-specific. Ratings are company-specific. Multiply weights by ratings: Multiply each factor weight with its rating. This will calculate the weighted score for each factor. Total all weighted scores: Add all weighted scores for each factor. This will calculate the total weighted score for the company.

Matching Key Factors to Formulate Alternative Strategies

Key Internal Factor		Key external Factor		Resultant Strategy
Excess working capacity (strength)	+	30% annual growth in the education industry (opportunity)	=	Acquire expansion.
Insufficient capacity (weakness)	+	Exit of two major foreign competitors form the education (opportunity)	=	Pursue horizontal integration education competitor's facilities
Strong R&D (strength)	+	Decreasing numbers of students (threat)	=	Develop scholarship
Poor employee morale (weakness)	+	Strong union activity (threat)	=	Develop a scholarship employee benefits package

This reduces the external Opportunities and Threats to the most important external factors facing management. This reduces the internal Strengths and Weaknesses to the most important internal factors facing management.

STRENGTHS	WEIGHT	rating	Weighted Score
Management systems	0.1	9	0.9
Design and Implementation of BSC	0.1	9	0.9
Availability of modules and printing press	0.3	9	2.7
More or less organized centers	0.2	7	1.4
WEAKNESSES			
Employee Satisfaction	0.1	8	0.8
Innovation/ Creativity	0.1	6	0.6
Human Resources Management (HRM)	0.1	7	0.7
Delays to declare results	0.12	6	1.2
TOTAL	1		9.8

2.3. Competitive Profile Matrix (CPM)

In order to better understand the external environment and the competition in a particular industry, firms often use CPM. The matrix identifies a firm's key competitors and compares them using industry's critical success factors. The analysis also reveals company's relative strengths and weaknesses against its competitors, so a company would know, which areas it should improve and, which areas to protect.

First of all, in conducting CPM, we need to identify companies that are on the same industry and then choose the best and closest industry competitors. In case of the United Insurance Company, the following companies are the best and closest industry competitors:-

- Saint marry university and Rift valley university

We have already selected the firms, now we need to list the factors that we want to compare with the competitors. In regards to this, the following factors are listed to be factors to compare firms in the higher education industry.

- Teaching-Learning
- Research
- Community Services
- Good Governance, Management
- quality of education
- Variety of departments
- Higher technology capabilities
- Accreditation

Factors Competitive	Admas university		Saint marry university		Rift valley university		
	weight	score	weighted	score	weighted	score	weighted
Teaching-Learning	0.1	9	0.9	8	0.8	10	1
Research	0.15	6	1.2	9	1.35	7	1.05
Community Services	0.15	5	0.9	7	0.35	7	0.35
Good Governance, Management	0.05	7	0.3	7	0.35	6	0.3
quality of education	0.1	8	0.8	8	0.8	6	0.6
Variety of departments	0.2	7	1.4	9	1.8	8	1.6
Higher technology capabilities	0.1	10	1	8	0.8	6	0.6
Accreditation	0.2	9	1.8	9	1.8	8	1.6
Total	1		7.25		9.4		6.25

We can see that Admas University is in the middle of the two closest competitors. And also we can see that the firm is just close to Rift Valley University. The cumulated total weighted scores are summarized below.

Admas University: 7.2

Saint marry university: 9.3

Rift Valley University: 6.5

2.4. **SWOT Matrix**

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage. SWOT has been described as the tried-and-true tool of strategic analysis.

From the above stated SWOT we will select only two from each category by their weight.

- Opportunities: Increasing Management systems and Employee Satisfaction
- Threats: Political unpredictability and unrevised educational policy
- Strengths: Respectable customer service and higher technology capabilities
- Weaknesses: Innovation/ Creativity apprehension and quality of education

Opportunities Threats	strengths Weaknesses	Strengths: Respectable customer service and higher technology capabilities	Weaknesses: Innovation/ Creativity apprehension and quality of education
Opportunities: Increasing Management systems and Employee Satisfaction		Increase customer service of Increasing management systems.	develop quality of education increase employee Satisfaction
Threats: Political unpredictability and unrevised educational policy		Revising educational policy with releasing Political instability	Innovation/ Creativity apprehension and quality of education

From the SWOT matrix above, we can see that we have four strategies. These are:

- ❖ Strategy 1: Teaching-Learning.
- ❖ Strategy 2: Research.
- ❖ Strategy 3: Community Services.
- ❖ Strategy 4 : Good Governance, Management

2.5. **Quantitative Strategic Planning Matrix**

Quantitative Strategic Planning Matrix (QSPM) is a high-level strategic management approach for evaluating possible strategies. Quantitative Strategic Planning Matrix or a QSPM provides an *analytical method* for comparing feasible alternative actions. The QSPM method falls within so-called stage 3 of the strategy formulation analytical framework. Taking the strategies proposed above, to know the best alternative from the above, we can make the following matrix.

		Strategy1 Teaching-Learning		Strategy 2 Research		Strategy3 Community Services		Strategy 4 Good Governance, Management	
OPPORTUNITIES	WEIGHT	Score	W Score	Score	W Score	Score	W Score	Score	W Score

Strong government support given to education	0.1	9	0.9	7	0.6	10	1	10	1
Development of new legislation	0.02	10	0.2	7	0.4	8	0.4	10	0.5
Threatening Competition	0.03	10	0.3	7	0.4	9	0.45	9	0.45
Emerging Technologies	0.04	10	0.4	6	0.4	10	0.5	6	0.3
Trust With customers	0.1	9	0.9	6	0.3	8	0.4	6	0.3
THREATS									
Political unpredictability	0.1	8	0.8	10	1	8	0.8	6	0.6
Unfair competition	0.05	8	0.4	8	0.4	10	0.5	6	0.3
Expansion of technologies	0.05	9	0.45	6	0.3	8	0.4	6	0.3
Less Awareness about private education	0.05	5	0.25	10	0.5	8	0.4	8	0.4
Delay in HERQA's decision.	0.05	8	0.4	8	0.4	10	0.5	6	0.3
STRENGTHS									
Management systems	0.1	10	1	10	1	10	1	10	1
Design and Implementation of BSC	0.1	5	0.5	10	1	9	0.9	9	0.9
Availability of modules and printing press	0.25	8	0.2	8	0.2	8	0.2	8	0.2
More or less organized centers	0.025	8	0.2	8	0.2	10	0.25	6	0.15
WEAKNESSES									
Employee Satisfaction	0.05	10	0.5	8	0.4	10	0.5	8	0.4
Innovation/ Creativity	0.05	8	0.4	6	0.3	9	0.5	10	0.5
Modules lack clarity and consistence	0.05	5	0.25	6	0.45	8	0.6	9	0.75
Delays to declare results	0.05	10	0.5	8	0.6	10	0.6	10	0.75
Total	1		9.5		6.2		5.8		7.2

From the above matrix we can see that the four alternatives above have the following weighted scores:

- ❖ Strategy 1: Teaching-Learning **9.5**
- ❖ Strategy 2: Research **6.2**
- ❖ Strategy 3: Community Services **5.8**
- ❖ Strategy 4 : Good Governance, Management **7.2**

Strategy 1 is greater than all of the three strategies that indicate that Strategy 3 is the best alternative. Strategy 2, 3 and 4 is Weakness Opportunity Strategy which is the best to the higher education firm on this position.

3.1. Strategic Themes

Strategic themes, which indicate the general directions that education should focus on and exert all the necessary effort to realize the vision of the education by carrying out its mission successfully, are imperative to identify. Accordingly, the following strategic themes of the university are also major strategic themes of education.

- Teaching-Learning
- Research
- Community Services
- Good Governance, Management

3.2. Goals and Strategic Objectives

1. Strategic Theme - Teaching-Learning

In line with the Admas University strategy also focuses on the delivery of quality and relevance education in continuing and distance education programs. To meet the increasing demand of the society for qualified professionals, shall diversify and expand its programs of study. Targets are set to significantly improve on the various ratios that can be used to monitor the quality of education such as the staff-students ratio, class-students ratio, and student-reference book ratio and tutorial time. By conducting feasibility studies, education will encourage additional programs to be functional. Strategic objectives associated with teaching-learning issues in the coming five years are presented as follows. For more details refer to the main document.

Goal 1. Education will attain all supports put in place which are necessary for quality undergraduate and graduate continuing and distance programs that are responsive to the nation's quality education and coverage need of higher education.

Strategic objective 1.1. Ensure that educational support services that enhance teaching-learning quality at both continuing and distance education reached desired level by the end of 2023

Strategic objective 1.2 Accomplish provision of educational facilities for additional demand driven undergraduate and graduate study programs for continuing and distance education.

Strategic Objective 1.3. Undertake a study to develop a system that can enhance provision of 25% of graduate programs through distance and summer programs and 50% of graduate programs via extension programs.

Strategic objective 1. 4. Design monitoring and evaluation system for education that can enhance provision of quality education.

Goals 2. Enhance the teaching-learning process and delivery of quality education for continuing and distance education at both undergraduate and graduate study programs over the next five years.

Strategic Objective 2.1. Establish web-based distance education by 2023.

Strategic objective 2.2. Increase student enrollment by 10% in undergraduate continuing and distance education programs and 100 % in graduate study programs by the end of 2023.

Strategic objective 2.3. Achieve the fulfillment of student-book ratio of at least 1:10 in each center's library of education by the end of 2023.

Strategic objective 2.4. Improve test developers' and module preparation guidelines, exam administration manual and students hand books by the end of 2023.

Strategic objective 2.5. Develop proper tutorial systems and tutors' guides for distance courses that can improve quality of education by the end of 2023

Strategic Objective 2.6. Ensure that all modules met module preparation standards and are easily understandable to students.

Strategic Objective 2.7. Galvanize that general education (continuous learning) center is established and operational by the end of 2023.

2. Strategic theme- 2 Research

Goal 1. education will strive to develop its standing and reputation as a premier research oriented continuing and distance education and enhance its research contributions for the nation's socio-economic, technological, scientific and political development

Strategic Objective 2.1. Operational manual on research and community service provision for education students will be developed and activated to encourage continuing and distance students to undertake research by 2023.

Strategic objective 2.2. Conduct at least one annual education research seminar by 2023.

3. Community Services and Technology Transfer

By designing different projects and joint ventures in accordance with Admas legislation, education will ensure the provision of a range of outreach and technology transfer programmers that involve its staff, graduate and undergraduate students. Strategic objectives associated with community services in the coming five years are presented as follows.

Strategic Goal 1. education will improve its current services and offers new ones so as to expand and strengthened the education outreach activities.

Strategic Objective 3.1. Establish a system that enables education students to provide free service to neighboring communities by 2023.

Strategic Objective 3.2. Strengthen community service through provision of education for those who are not able to afford it.

Strategic objective 3.3. Create working relations with relevant stakeholders' technological and industrial matters and identify their demands by end of 2023.

Strategic goal 2 Establish and maintain a long lasting professional (educational and research) collaboration with national and international institutions that support its rationale of establishment during the planning period.

Strategic objective 3.1 Conduct discussions with at least 3 bureaus (organizations and/or associations) in Addis Ababa by the end of 2023 and create practical learning opportunities for students and provide professional services for these institutions during the planning period.

Strategic objective 3.2. Conduct consultative meetings with at least five industries/enterprises (government and/or private) with the primary intention of creating practical learning opportunities for our students and providing professional services up to the end of 2023 and activate at least half of them during the planning period.

4. Strategic Theme: Good Governance, Management

As per the Admas university renovation of management system to put in place democratic, honest, inspiring, transparent, and highly participatory, also follows suit. major focus of the management in terms of governance and management includes improve efficiency on major administration areas such as module preparation, revenue collection, grade distribution, provision of facilities, and decision making system in a transparent manner. In line with Admas university, IT supported decision making is one of the areas under governance and management which will give special attention. Strategic objectives associated with governance and management issue for the coming five years are presented as follows. The goals of Education of Admas University under strategic theme 1 are:

Goal 4. 1. Ensure that the governance and management system that enables to systematize all its reforms and strategic development efforts, and to increase its revenue and to enhance its resource utilization by providing its mission successfully.

Strategic Objective 4.1. Develop clear policies, systems, procedures and operational manuals for that ensures transparent, time-conscious, feasible, effective and clearly defined administrative and internal financial system.

Strategic Objective 4.2. Attain a 10% annual increase in income generated by distance and continuing education.

Strategic Objective 4.3. Design revenue utilization arrangement of education that contribute for the use of internal revenue for research, enhancing continuing and distance education and staff motivation.

Strategic objective 4.4. Set up a service delivery system that is responsive and sensitive to academic & administrative staff and students' problems by strengthening consultative and participatory systems.

Strategic objective 4.5. Realize that most communications with distance students are made via internet by the end of the plan period.

Strategic Objective 4.6. All staff members trained in service delivery system to enable them to delivery efficient service.

Goal 2. education will get fulfilled all the necessary physical facilities (infrastructure and materials) required to carry out its mission in all campuses and centers of the over the next five years.

Strategic objective 2.1. Ensure that at least 75% of the need for all educational tools and equipment’s for education (i.e. video projectors, computers, audiovisual equipment, library facilities, cassettes, tapes, soft wares, etc) in all centers are supplied over the next five years.

Strategic objective 2.2. Get that the registration and grading activities in all campuses and centers of education are made digital by the end of 2023.

Strategic Objective 2.3. Improve that education facilities are more accessible to students by opening satellite sites for distance and continuing education by 2023.

Strategic objective 2.4. Achieve that all the necessary modules will be ready by the time of registration by the end of 2023.

3.3. Admas university Activities Schedule of Education

S.N.	Description	Responsible	Yearly Distribution					Remark
			2019	2020	2021	2022	2023	
1	Strategic Issue I							
1.1.	Undertake a study to design tuition fee collection system	Dean/academic	x	x	x	x	x	
1.2.	Study Payment rates of education	Dean/academic	x	x	x	x	x	
1.3.	Undertake a study to diversify education	Dean/academic	x	x	x	x	x	
1.4.	Find out other income sources of education	Dean/academic	x	x	x	x	x	
2	Strategic Issue II	Dean/academic						
2.1.	Identify problems of education	Dean/academic	x	x	x	x	x	
2.2.	Study post-graduation distance education experiences of countries	Dean/academic	x	x	x	x	x	
2.3.	Collaborate with other universities for post-graduation distance ed.	Dean/academic						
3	Strategy III							
3.1	Carry out a study to improve tutorial delivery system	Dean/academic	x	x	x	x	x	
3.2	Identify problems of quality in education	Dean/academic	x	x	x	x	x	
3.3	Design mechanisms that reduce exam cheatings	Dean/academic	x	x	x	x	x	
3.4	Establish consultative forums with students	Dean/academic	x	x	x	x	x	
3.5	Study areas of practical attachments in education	Dean/academic	x	x	x	x	x	
3.6	Establish guidance and counseling centers for CDE students	Dean/academic	x	x	x	x	x	
4	Strategy IV							
4.1.	Establish internet services at centers	Dean/academic	x	x	x	x	x	
4.2.	Undertake a study to start web-based distance education	Dean/academic	x	x	x	x	x	
4.3.	Avail library& audiovisual facilities for cont. & dist. Students	Dean/academic	x	x	x	x	x	
4.4.	Search software for education	Dean/academic	x	x	x	x	x	
5	Strategic Issue V							

5.1.	Identify problems of service delivery of education	Dean/ academic	x	x	x	x	x	
5.2.	Set up technology supported service delivery	Dean/ academic	x	x	x	x	x	
5.3.	Establish a system that defines accountability in education	Dean/ academic	x	x	x	x	x	
5.4.	Introduce workable and efficient monitoring and evaluation strategy	Dean/ academic	x	x	x	x	x	
5.5.	Strengthen continuing and distance students representation and participation in student related decision making	Dean/ academic	x	x	x	x	x	

3.4. Man-power

Admas university Manpower of education program includes permanent, contract employees and daily laborers. Among these, permanent employees are only 10. Contract employees are 22. The remaining 23 employees are daily laborers that are more or less continuously employed throughout the year on daily basis since module and exam duplication, fastening, counting, distribution, etc. continuous to exist for most part of the year.

However, most of contract and daily based employees are less efficient these days than before because of salary increment made for permanent workers. Additionally, the action taken by HERQA to suspend distance education also put these workers in doubt as to whether they can continue in their job or not.

Moreover, some of the contract workers especially those who serve as data encoders (degree graduates of computer science) though they have been heavily loaded by work and were efficient, they are only paid 1100 gross salary which is by far lower than their counterparts. To replace these workers it is not easy when their experience and efficiency is considered. Others who were efficient before salary increment was made are not as good as they were before. On the other hand, there is no incentive mechanism that can motivate efficient workers and penalize inefficient ones. This tradition has also had its own impact on the work performance of workers.

Therefore, we recommend that some efficient contract workers whose services are needed shall be motivated through salary increment so that we can keep and make them efficient. Others who are not efficient have to be fired out. Moreover, there are daily workers who have served for more than three or four years without interruption and who know the work properly. Regarding these, we recommend that these efficient daily workers shall be employed as contract workers as per the rules and regulations of the college. Other daily workers shall be laid off for the sake of efficiency and responsibility. By taking these actions we can make workers accountable to what they are vested to work. As per the decision made, all academic matters of continuing and distance education programs are supposed to be streamlined within the respective colleges and faculties. Hence, some of the workers who have been serving on academic areas will be laid off.

On the other hand, currently available manpower is not sufficient according to the work load requirement and as per the comments made by HERQA. According to what is suggested by HERQA, Admas university is supposed to have some additional personnel at campus and center levels and at satellite stations. The very reason why satellite stations are needed is that services for distance learners should go closer to where they live so that they can learn without travelling long distances and without affecting their work.

3.5. Monitoring and Evaluation System

Admas University will ensure the peace and security of our country in the next five years. To continue the path of development that has been initiated without interruption by anti-peace forces and criminals Implement and monitor the implementation of identified activities in the plan. For follow-up an annual plan that allows all sectors to implement a strategic plan to facilitate it prepares and promotes a common understanding among the executive bodies at all levels.

Each five year strategic plan is being developed, each with its own annual plan center preparation and implementation in line with the realities of the sector It has to be done. For federal police management, they have developed their plans in this manner Present and approve a committee accordingly and put into action.

3.6. The monitoring system can be done in three ways

1. On the results of a periodic planning review by leaders at all levels Report on the management meeting of the Federal Police by selecting Follows and monitors the performance of the work. It also makes adjustments periodically it's going.

2. Complete three-month, six-month, nine-month and year-round summaries According to reports, activities are completed in the prescribed directions and The report should be reviewed and refined to ensure that the desired outcome is achieved Corrective actions will be taken on tasks.

3. Monitoring process from an earlier stage of periodic performance audit Financial and asset audit work In addition, consolidated performance audits Performance Audit is done. The audit result was taken as an application for a job evaluation Monitoring works to correct defects.

Admas university academic management and management bodies at all levels designed at the institutional level they need to take action to make sure that a plan is well implemented. Through the Management Committee, based on planned activities every six months Workforce assessment with senior leaders in the planning execution of each sector; It will be discussed. The results of the evaluation will be downloaded and reviewed by members. Likewise, review and discussion of the plan's performance over the last year Solving problems by identifying successes and barriers to success they will be stored. Work at different levels and at different levels of employment Performance will be reviewed and adjusted.

The five-year plan to enable the Institute to demonstrate significant progress in technology and implementation It is designed so that you can take advantage of the new technology and use it Multiple budgets to develop a trained workforce capable of recording the desired results As it demands, senior executives of the institution convince the government of the required budget Great work is expected to be done by securing and securing other fundraising options. Hence, the management of the institution is undergoing a great deal of effort and attention they will need to proceed with confirmation through monitoring, evaluation and discussion. From this perspective the necessary adjustments will be taken to monitor the problems encountered.

Some of the activities planned by the federal police are successful by involving multiple stakeholders As such, they will be discussed and evaluated in periodic forums, By agreeing on co-ordination options, they also agreed to change into action It will be done. In particular, crime prevention and investigation by regional police Annual Meeting of Commissioners on Stage Design and Capacity Building Will be reviewed and edited.

Leaders and members at all levels, starting with the top leaders of the federal police The change and success they have achieved in terms of planning performance is being monitored through careful monitoring and evaluation Recalling the role each leader and member played in the coming institutional change The necessary corrective action will be taken.

3.7. Conclusion

During the strategic planning process, we admas university mission and vision, identified and analyzed the internal and external environments, and examined market trends and opportunities. We set our sights on admas university future through careful analysis and anticipation of the diverse needs of our students, faculty and staff; and we developed the roadmap for sustaining our school while increasing its vitality, strength, and success.

As we embark on the implementation and achievement of the strategic plan goals, we will continuously evaluate the current situation and make necessary adjustments in order to maintain the best course of action. After thoughtful reflection of admas university, which are firmly founded on five decades of education, we are dedicated to sustaining and improving admas university role in preparing young adults for productive lives in service to their faith, their family, and their communities. This will require concerted efforts of those whose lives have been enriched by the admas university experience. These valued individuals include the faculty and staff of the school.