

Community Service Process Team

Desired Outcomes and Stretched Objectives Report

By

Community Service team

- 1. Ato Fekadu Mulugeta----Team leader**
- 2. Ato Belayenh Abune**
- 3. Ato Berhanu Beshah**
- 4. Dr. Yalemstehay Mekonnen**
- 5. Dr. Woldamlak Bewket**
- 6. Dr. Atalay Ayele (online help)**

Introduction

Addis Ababa University has started the process of reengineer all the services it provides. Thus the Community Service provision as one of the objectives of the University is identified as one process and our team has been working on the AS-IS. The AS-IS report indicates that the Community Services being rendered by the university and the way these services are currently being given have to be changed so as to make the university one of the best Universities in the world standard.

The community service Team has been looking into all the community services being rendered currently in the university. Based on the investigation done at various levels and the discussions conducted with stakeholders, the team in this report presents general objectives and specific objectives of the BPR with regard to the Community Service, Stakeholders Needs, Operational definitions of Community Service Activities, Desired Outcomes, and Stretched Objectives.

OBJECTIVES

Addis Ababa University has realized that its current ways of accomplishing its given tasks and responsibilities are below standard and are not as the requirements of the current national and international standards. In addition, the As-IS report of the community service team indicated that there is a need to bring a fundamental change on the way how the services were given and in including additional services where the university and the community could benefit from. Thus revisiting the way how community services were rendered at the university and designing new way of approaching the situation has become a must. In order to do this the current available tool is the BPR which is an agenda for radical change with the following general objectives.

This BPR will help the University

- To introduce new basic working procedure
- To formalize the existing haphazard working procedures
- To ensure quality all across the services with an accountable body

SPECIFIC OBJECTIVES

In achieving the above general institutional objectives, the current community service process TO BE has the following specific objectives.

At the end of the BPR the team will

1. set up stretched objectives and new business processes for community services at AAU
2. organize the University Community Services in order to address customers needs
3. set up the jobs and structures in the community service areas so as to provide effective, quality and efficient services to the community
4. set up measurement and evaluation systems
5. inculcate values and beliefs

OPERATIONAL DEFINITIONS OF COMMUNITY SERVICE ACTIVITIES

Of the very fundamental roles and responsibilities vested up on Addis Ababa University, Community Service is one. The services which are not neither teaching nor research that the University has to render to the public can be categorized under community service. In this document Community service is a service that has the following nature.

- A. **Training** – Skill and Knowledge improvement through On-the-job monitored practice that helps to improve capacity and given on

specific topic for a limited period of time. It has to provide definite skill for the trainee so as to add value.

B. **Consultancy** – Research oriented process where Problems and objectives are identified by the customers. Any consultancy activity also come with its own funding and focuses on immediate problem solving. Its objective is clearly different from researches being conducted for rigorous academic exercises.

C. **Outreach** – conducted in various forms so as to inform and raise awareness of the wider community. It has role of linking the public to the expertise and experiences of the university. As a public University, the university and its resources should be open to the public who owns the University. This includes legal services, social services, engineering services, educational services and what the students contribute to the community as an extension to their academic and research activities.

N.B. Community service in this document strictly refers to activities which has, in one or other ways, a relationship and meaning of the above categories.

Stakeholders Needs

The university has got many stakeholders which are listed in the AS IS document with regard to community service. These stakeholders need

1. Quality
2. Flexibility
3. Speedy
4. Efficient
5. Transparent
6. Recognized community Service from the University.

At end, the team believes that the university will provide socially relevant, efficient, cost effective and timely public services through

- Promoting university engagement in public services through consultancy, training and outreach programs and generating income that can be used to attract professionals to the University
- Setting up cost effective, rewarding, dynamic and motivating mechanism in order to attract customers to its services and experts to provide the services through the university
- Implementing transparent and accountable working mechanism supported by IT.

Community service of the University core process with the above general desired outcomes and stretched objectives is further analyzed and grouped into three sub-processes: Training, Consultancy and outreach. The outreach component of the sub- process involves all the university activities that are done by the Staff and the students in addition to the teaching learning, Research, training and consultancy activities that could support the society in various forms.

Desired outcomes and stretched objectives

Please read the attached table

Sub processes	Performance Baseline	Performance gap	Desired outcomes	Stretched Objective
Training	Training should address the needs and priorities of the industry	Trainings were not organized and pre-planned	The university will be responsive to the training needs of the community	1.1 the university will responded to 98% of the training requests within three days ¹ 1.2 All the training activities in the university will be organized and included in a plan as of 2009 1.3 The training needs of the community will be assessed in every 3 months.
			The university will organize training to introduce new scientific and technological discoveries to the community	1.4 All departments, faculties and institutes will prepare training on introducing new scientific and technological discoveries to the community at least two times per year ² 1.5 20% Of AAU graduates will get training on new research results in their field ³
	Training should be used to transfer knowledge and new technologies to the community	The trainings were not train centered	The Training will use new technology and methods	1.5 80% of the trainings will focus on transferring new knowledge, upgrading skills and introducing new technology to the community
	All able experts and university community should participate and be aware of the training activities in the University	Training programs were not done in a organized way	Training opportunities and rendered are open to all	1.6 100% of the training activities will be announced on the university web-site ⁴ 1.7 100% of the Training will be given by experienced and experts in the area 1.8. 10% of the trainings will be done by students and administrative staff who have the knowledge and the skill ⁵

¹ Has an implication for ICT process

² Has link with research core process

³ Continuation of the Teaching and learning process as graduate follow up

⁴ Has an implication for ICT process

⁵ The linking point with student service and human resource mobilization

	Quality training will be offered to the customers	There was no quality control mechanism	Quality and standard of training services will be assured	1.9 All the training programs will be assessed and their contribution will be rated as very good and above by the customers. 1.10. Training standard certification will be in place within one year
	Experts should participate in the training programs with interest and motivation	Experts were not willing and motivated to offer training through the university	Experts will get appropriate payment and reward in a transparent way and short time	1.11 Experts' payment will be done with one day of the work completion. ⁶ 1.12 Any Experts' contribution in training programs will be counted in the promotion and tenure system of the university ⁷ 1.13 Experts will earn 25% of their salary through training ⁸
	The university has to establish state of the art training center	There is no fund and identified training center	The University will generate income to supplement its budget The university will have state of the art training center	1.13. The university will generate 5% of its recurrent income 1.14. 10 % of the income from the training programs will be used to improve the training service ⁹ 1.15 By the end of 2010 every faculty and institutes will establish its own training center with the necessary facilities
Consultancy	Consultancy services should be organized	Consultancies were unorganized and haphazard	The university will set up responsive consultancy service	2.1. Customers with consultancy needs will receive response within three days ¹⁰ 2.2. 100% of the consultancy services will be recognized 2.3. All the consultancy services will be handled and managed by a responsible body
	Consultancy service should help to transfer knowledge and technology	Consultancy services were only idea generation	The customer will get problem solving output from the consultancy services	2.4 90% of the consultancy services will be customers problem based 2.5 10% of the consultancy services will be initiated by the university 2.6 100% of the consultancy services will

⁶ Resource mobilization and finance administration

⁷ Has an implication for Human resource mobilization

⁸ Resource mobilization and finance administration

⁹ Resource and fund administration

¹⁰ ICT in focus

			AAU's assets both expertise and technology will be in place all the time to consult challenges and problems encountered to customers	<p>2.7 use modern and up to date technology, methods, approaches, techniques and tools.¹¹</p> <p>2.8 50% of academic staffs will participate in consultation</p> <p>2.8 100% of the university technological capability will be promoted to the community</p>
	Experts involved in the consultancy service should be motivated and interested in addressing the public need	Many experts were not interested in providing consultancy due to the university system	Consultancy services will be advertised and rewarding	<p>2.9 100% of the consultancy services will be rewarding financially to the expert¹²</p> <p>2.10 100% of the consultancies will be publicized and offered to experts based on competence and excellence in the area</p> <p>2.11 Experts will earn 25% of their salary through consultancy</p>
	Consultancy services should be quality	The quality of consultancy services are not evaluated	Customers satisfaction will be established through Institutional consultancy quality control mechanism	<p>2.12 98% of the consultancy services will be rated as very good and above by the customers</p> <p>2.13 100% of the consultancy works will pass through institutional quality control mechanism</p>
Outreaches	All the outreach services the university community offers to the outside community should be enlisted and organized	The list and types of the outreach activities are not known and unorganized	The Communities need of outreach services will be studied and all the outreach activities of all the university faculties and institutions will be documented	<p>3.1 All the outreach activities of the university will be documented by 2010</p> <p>3.2 The university will survey the outreach needs of the community will be done every 3 months</p> <p>3.3 The capacity and experts of the university community will be documented in 2010 (eg. Museum, techno park ,testing center...</p>

¹¹ Resource mobilization

¹² Human resource team has to look at the mechanism

	Outreach activities should be planned	No plan	Each members of the university has to include the issue of outreach in their planning and budgeting	<p>3.4 At least each university community will have 10 outreaches</p> <p>3.5 30% of the outreaches should be planned</p> <p>3.6 Students participation in the outreach program should take at least 20% by 2010¹³</p>
	Outreach activities should be able to attract the university community	The university community is not willing to participate in outreach activities	Outreach contributions of the university community will be valued in terms of finance and professional contribution	<p>3.7 100% of the university outreach capacities will be announced to the public</p> <p>3.8 50% of the universities researches and activities will be open to the private and public business</p> <p>3.9 All the outreach activities and research works will be made available to entrepreneurs outside the university¹⁴</p> <p>3.10 University community participated in the outreach services will be given certificates of contribution and financial reward by 2010</p>
	The university should take the lead in informing the community on various issues beyond teaching and research	The university was not in apposition to contribute for the development of the nation	AAU will play its part for socio-economic of the nation	<p>3.11 AAU will held forms and discussions in the economic development of the nation at least four times a year</p> <p>3.12 AAU organize forums and discussions on policy issues to consult decision makers on policy making</p> <p>3.13 Annually 30% of AAU students will participate in community service program¹⁵</p>

¹³ Student service has to look in to this

¹⁴ Research core process has to find way to link with Community service

¹⁵ Student service

	There should be strong link with the University and the outside community	There is no organized university engagement with parents, alumni, private, companies, public enterprises, foundations, professional associations and NGO	AAU will engage with parents, alumni, private, companies, public enterprises, foundations, professional associations and NGO	3.14 50% of AAU students will secure internship through community service ¹⁶ 3.15 50% the university research and projects will be sponsored by private companies, public enterprise and NGO ¹⁷
	The community should use the university as the highest point for any social, health, technological problems happen in the society	The knowledge and expertise of the University is not made available to the community	The university will be a referral point for any social, health, technological problems happen in the society	3.16 Each departments will have at least 10 outreach program per year 3.17 15% of AAU academic staff time will be labeled to community service ¹⁸ 3.18 2% of the university students will be incubated to be an entrepreneur in the year 2011 ¹⁹

¹⁶ Has to be linked with teaching and learning process

¹⁷ Resource mobilization and property administration issues are here

¹⁸ Has an implication for Human resource team

¹⁹ Has connection with teaching –learning and research core processes