Ayertena PG Campus Progress Report On:

Academic Administrative and Financial Activities

September, 2024
Addis Ababa, Ethiopia

Introduction

The present-day Queens' College was established in November 1998 G.C in Addis Ababa Ginfle Campus as a Language-Training Institute. Queens' Institute had been raised to a College level in November 1999 G.C with the motto of "Excellence in Education" to provide educational services at a Diploma level in Accounting, Secretarial Science and Office Management. Then after, the institute was upgraded to Queens' College. Moreover, a new branch has been opened in different location of Addis Ababa. In 2016, the College has been empowered to grant the bachelor's degree in Ayertena Campus. First degree in Accounting and Finance, Computer science and Management has been begun. Over the last 7 years, the College has expanded its branches into eleven campuses that offer a number of TEVT, Under Graduate and Post Graduate programs at regular, extension and distance programs. It has well qualified and experienced academic and administrative staffs.

In addition to these, the school of postgraduate and College of distance education are the parts of the collage working under it. The College has been well organized in the last 21 years in terms of creating conducive environment for teaching learning process. Accordingly, relevant and qualified academicians and practitioners are performing all academic and administrative tasks.

The PG Campus has been accredited in the fields of MSc in ACFN and MBA since September 2011 E.C.

1. Queens College, Vision, Mission, Objectives and Core Value

1.1 Vision

The Vision of Queens College is "to be one of the leading higher institutions centers of excellence in teaching learning, research, public engagement and be the prime choice in Ethiopia and in east Africa by 2035"

1.2 Mission

The mission of Queens College is to produce competent graduates in diverse field of study, provide need based community service, and undertake problem solving research to foster social and Economic development of the country.

1.3. Objectives of Queens' College

The objective of Queens' College is to:

- Prepare knowledgeable, skilled, and attitudinally mature graduates in numbers with demand-based proportional balance of fields and disciplines so that the country shall be come internationally competitive;
- Promote and enhance research focusing on knowledge and technology transfer consistent with the country's priority needs;
- Ensure that education and research promote freedom of expression based on reason and rational discourse and are free from biases and prejudices;
- Design and provide community and consultancy services that shall cater to the developmental needs of the country;
- Promote and uphold justice, fairness, and rule of law in institutional life;
- Promote democratic culture and uphold multicultural community life;
- Ensure the participation of key stakeholders in the governance of institutions;
- Ensure institutional autonomy with accountability;

2 Core Values

Queens College is committed and guided by the following values

1. Academic Freedom

Queens College takes academic freedom as its core value, where all its communities inquire, investigate and engage in relevant academic practices and development

2. Excellence

The college upholds excellence as a standard in teaching, research, and community service

3. Maintain Quality and Standards

The college maintains quality and standards by putting in place and following pertinent quality assurance, monitoring and evaluation tools

4. Integrity

Queens College promotes integrity, justice, ethical conduct, justice, fairness, and nurtures a culture of teamwork and mutual support among members of the community.

5. Good Governance

The college promotes democratic, transparent, inclusive, responsible and accountable leadership and management

6. Respect for Diversity

The college promotes, respects, and honors commonalities and differences in ideas, culture, religion, language, and ethnic identity.

7. Student centeredness

The college is dedicated to render academically challenging and supportive learning environment that motivate students to actively engage in learning, decision making and governance

8. Transparency and Accountability

The college is committed to ensure transparency and accountability in the performance of all tasks, goals, and objectives and responsiveness to feedback, peer review, monitoring, evaluation and sustained personal and institutional development.

9. Professionalism

A commitment to a high standard of professional integrity and ethics

10. Team work and team spirit and Entrepreneurship

The college upholds the culture of working cooperatively or develops teamwork and team spirit and inculcates the spirit of entrepreneurship among the academic staff, support staff, students and other stakeholders

11. Creativity and Innovation

The college Foster the culture of generating new ideas, processes, services, and technologies

12. Dignity, respect, fairness equity, and justice for all individuals Positive thinking

Develop positive thinking towards the achievability the colleges, mission, vision, objectives, and core values

13. **Care, Concern, and Sensitivity for cross cutting issues (**Gender, Environment, and Disabled)

1. Progress Report on Academic, Administrative and Financial Activities

1.1. Academic Activities

Queens College Ayertena Post Graduate Campus is a private higher Education institution that Provides education in Postgraduate level both at a regular and extension

division. It has well qualified and experienced academic and administrative staffs. The campus is persistently has its structure, procedures and overall systems since 2019. Quite surprisingly it has continuously boosted its financial strength, service facilities, employees profile and educational materials, which in turn assist the college to gain wider public recognition and reputation. In connection with this, the school of Post graduate studies had been operating its Academics matters in the areas of:

- **Master of Business Administration**
- **Masters of project management (At Mexico Campus only)**
- **Master of Science in Accounting and Finance** in both regular and extension programs has been accredited by ETA since 2011 E.C. and the ETA since 2015 E.C. at Ayertena Campus.

The college has been well organized in the last six years in creating conducive environment for teaching and learning process and thereby assures Quality of Education. Hence, a new organizational structure is designed recently. This helps to enhance and assure the degree of Quality service provision in the College and to bring Customer satisfaction and Quality of education. Accordingly, relevant and qualified academics and practitioners are performing all academic and administrative tasks. Hence, the following activities had been implemented at various levels in the College throughout the respective of three or four years. These include,

1. Conducted various staff development practices like on job training, induction and inbuilt supervision.
2. Develop & revise different working documents of the college such as research policy and guideline, registrar guidelines, Quality Assurance Policy and Senate Legislation.
3. Resources and infrastructures
4. Progress Report for Research Publication and community Service Head
5. Established Committees at campus & departmental levels.
6. Established campus & program level Quality Audit team

7. Student Enrollment
8. Financial Performance of the college
9. Conduct SED and PED at Campus and Program level
10. Strengthen campuses supervision to run day-to day academic matters.

This in turn, has maximized the effectiveness of the teaching learning process**.** There are department heads for each department with reasonable teaching load. The major purpose for this is that, they can provide the necessary support to the clients (students) with full commitment.

- We have employed qualified and experienced Professionals for both academic and administrative matters. All the service rendering and filing system in the unit is well safeguarded.
- Other administrative services are being conducted by relevant support giving sections organized in well-organized fashion.
- The consultation and other service rendering hours/time arranged considering to address the issues of both extension and regular students properly.

The management of the Campus is persistently aspiring to maximize its capacity and invested more than ever before. For this, various improvement indicators can be expressed as follows.

1.1.1. Progress of Resource and Infrastructures in the past of three years

Table 1: Resource and Infrastructure

No.	Year	Class room	Library	Com lab	Offices	Remark
1.	**2012 E.C**	8	1	1	8	
2.	**2013 E.C**	8	1	2	12	
3.	**2013 E.C**	8	1	2	12	
4.	**2014 E.C.**	8	1	2	22	
5.	**2015 E.C.**	8	1	2	12	
6.	**2016 E.C.**	8	1	2	12	

7.	**2017 E.C.**	8	1	2	12**	

** Based on the ETA standard

1.1.2. Physical facilities and Teaching /learning Materials

The College has rented two floors in G 6 and 7 building at Ayertena and it is evident that the PG campuses of the college have got conducive and safe environment for teaching learning activities. Classrooms, libraries, computer centers are organized in such a way that they can effectively provide the expected services. Hence, there is no problem in this regard. This helps us to grant the Reaccreditation status.

Table 2: Accommodation Capacities

s/n	Room type	Quantity	Remark
1.	Classrooms	8	
2.	Com Lab.	1	
3.	Library	1	
4.	Offices	12	
5.	Toilet	6	
6.	Cafeteria	-	

The library resources are summarized by departments as follows

Table 3: Books Purchased

No.	Books by Dept	Quantity	Remark
1.	Acct& finance	465	
2.	Computer sc	247	
3.	Economics	38	
4.	Language	25	
5.	Law	62	
6.	Moths	25	
	Project Management		

7.	Marketing & Management	32	
9	Management	328	
10	Sociology	-	
	Gross Total	**1212**	

Table 4: Books Duplicated

No.	Books by Dep't	Quantity	Remark
1.	Acct& finance	15	10
2.	Computer science	21	3
3.	Economics	10	3
4.	Language	5	1
5.	Law	4	-
6.	Math's	10	-
7.	Marketing & Management	21	7
8	Electronics	6	2
9	Management	24	4
	Gross Total	**117**	**31**

1.1.3. Books Obtained through Donation

Here are the lists of books obtained through donation from United States of America from the Center of Books for Africa. Queens College Received 6000 books from the total number of 22,000 Books and the remain books were distributed to other sister Company of the College.

Table 5: Books Obtained Through Donation

No.	Books by Dept	Quantity	Remark
1.	Accounting	219	
2.	IT	23	

3.	Business	18	
4.	Economics	12	
5.	Law	20	
6.	Maths	22	
7.	Marketing & Management	224	
8.	Psychology	25	
	Total	**632**	

1.2. Human Resource – Both Academic Staff and Administrative Staffs

Table 6: List of Academic and Administrative Staffs

S/n	Year	Administrative Staffs	Academic Staffs		Sub Total
			Full time	Par-time	
1.	2011 E.C	6	6	-	12
2.	2012 E.C	16	7	-	23
3.	2013 E.C	**16**	**7**	**-**	**23**
4.	2014 E.C	**16**	**7**	**-**	**23**
5.	2015 E.C	**16**	**7**	**-**	**23**
6.	2016 E.C	**16**	**7**	**-**	**23**
7.	2017 E.C**	**14**	**25**	**10**	**49**

**** Based on The ETA Standard:**

1.3. Finance Capacity of the College

Queens College is currently financially stable institute to carry out every educational activity. The college created job opportunities for more than **196** academic staffs and **234** numbers of supportive staffs. Per each month, the college paid more than 1.8 million birr for monthly salary.

Table 7: Gross Profit of the College

S/n	Year	Gross Profit	Remark
1.	**2011 E.C**	**77,114,383.77**	

2.	**2012 E.C**	**89,585,504.55**	
3.	**2013 E.C**	**90,685,714.42**	
4.	**2014 E.C**	**90,685,214.62**	
5.	**2015 E.C**	**95,685,204.61**	
6.	**2016 E.C**	**Audit Process**	
Total			

As it's mentioned in the above tables, Queens College has a very strong financial capacity that can continue growing sustainably. This indicates that the college has a strong financial performance position to run its programs and even to increase additional new programs without any problem.

1.4. Progress of Student Enrollment Data in the PG Campus

Table 8: Students Enrollment

S/n	Year	Student Enrollment Data	Remark
1.	**2011 E.C**	84	**Both in ACFN and MBA**
2.	**2012 E.C**	89	**Both in ACFN and MBA**
3.	**2013 E.C**	85	**Both in ACFN and MBA**
4.	**2014 E.C**	80	**Both in ACFN and MBA**
5.	**2015 E.C**	81	**Both in ACFN and MBA**
6.	**2016 E.C**	0	
	Grand Total	**419**	**Both in ACFN and MBA**

1.5. Progress of Graduated Students

Table 9: Graduated Students

S/n	Year	Total number of Graduated Students
1.	2012 E.C	**74**
2.	2013 E.C	**86**

3.	2014 E.C	**76**
4.	2015 E.C	**69**
5.	2016 E.C	**-**
Grand Total		**376**

1.6. Progress of Programs and Departments

Table 10: Number of Programs and Departments

S/n	Year	Program	Department	Remark
1.	**2011 E.C**	**2**	**2**	
2.	**2012 E.C**	**2**	**2**	
3.	**2013 E.C**	**2**	**2**	
4.	2014 E.C	**2**	**2**	
5.	2015 E.C	**2**	**2**	
6.	2016 E.C	**2**	**2**	

1.7. Progress on Research Publication and Community Service Head

Table 11: Research and Community Service Products and Certificates

S/n	Year	Certificate earned		Journal	Proceeding	Research produced
		Community Service	Consultancy Service			
1.	**2011 E.C**	**12**	**2**	**1**	**1**	**1**
2.	**2012 E.C**	**26**	**8**	**1**	**1**	**1**
3.	**2013 E.C**	**17**	**4**	**1**	**1**	**3**
4.	2014 E.C	**27**	**8**	**1**	**1**	**5**
5.	2015 E.C	**29**	**9**	**1**	**1**	**5**
6.	2016 E.C	**26**	**8**	**1**	**1**	**5**
Grand Total		**137**	**39**	**6**	**6**	**20**

The Research Publication and Community Service Head of the Campus perform the vital role in publication of different research outputs worked by its staffs and students. Different journal articles, proceedings and as well as booklets are published by Queens College. Through publication the researched work including its scientific and practical contributions is disseminated to others in a particular field. From the research and publication the college improves writing and research skill, experience the scholarly publication process, connect with researchers, display leadership and initiative, professionalize the undergraduate experience and inform a future career path. The Head of (RPCS) performs the following considerable works so far.

Research Strategy Document

- The research publication and community service Head has a research policy documents that guides its endeavors to commendably discharge responsibilities in general and the very mission in particular.
- Like other Heads and departments in the structure of the campus the head has an annual plan in compliance with the strategic plan of Queens College that serves the purpose of guiding activities.
- Not only this but also the head has developed long range /strategic plan which incorporated essential issues of the areas appropriately.
- Documents such as Booklet, proceedings and journals of the first, second and third annual inter-disciplinary conferences together with the corresponding journals illustrate the research studies conducted are tuned to be incompliance with the national development direction as a frame of reference.
- The Head also prioritizes its research study issues with order of importance and developed research thematic areas considering natures of all the programs embraced at the campus level.

Enhancing the trend/culture of Research study in the Campus

- Students and instructors are initiated to conduct research studies by the respective Department units and the research committees.

- Regarding those taking the initiatives and undergo the research studies accordingly recognition are given through issuing certificates of participation and modest honorariums.
- In connection to the aforementioned subject, it's customary for the college to prepare at least one annual inter-disciplinary research conference.
- The campus has also practices of accessing research studies done internally or by other institutes like AAU and Ethiopian Economic association through membership besides its own journals to its community.

Expansion and Dissemination of Research products

- The College publishes journals of research findings and distributes them among stalk holders.
- To this end, the College has published three journals in the last three consecutive years-one per annum.
- The research products to be published in the journals are reviewed by knowledgeable professionals in the subject area.
- The college renders consultancy and community services to the community in the vicinity.
- There is a system which enables to enhance and strengthen the inter relationship between research studies and the teaching learning process.

Research Conferences and Seminars Conducted

As mentioned here before, there are about three annual inter-disciplinary conferences conducted for each a proceeding has been published and distributed to stalk holders**.**

Technologies Transferred to Industries and Business Enterprises

There are technologies and research Products transferred to Industries and Business enterprises.

Consultancy services

- The College has a system that enables it to render consultancy services to different institutions and working organizations.
- There is a policy that serves the purpose of rendering consultancy services.
- There are more than 14 organizations and institutes who have received consultancy services.

1.8. Progress on Quality Assurance Head

Quality Assurance is a responsibility of the whole Campus fraternity: management, academics, support/administrative staff, other staff and students. It helps to have a coordinated system of IQA that is applied consistently across the institution, while recognizing discipline variations and the different external demands placed on different disciplines. Because of this, Queens College has developed a quality assurance policy and guideline that serve as a corner stone for the implementation on the various activities that are being under implementation on the different campuses.

To further strengthen the implementation of the various tasks, the presence of different supportive documents is of crucially important. To this end, QC Ayertena Post Graduate campus Quality Assurance Head has developed supportive documents like campus infrastructure checklist, Quarterly Campus registration Audit checklist, Campus work force registration Checklist that will support in ensuring in the provision of quality service.

The PG Campus has established a Quality Assurance Committee at Campus level as well as at departmental levels. In addition to this, at the campus level & program level Quality Audit teams have been formed. Using the mentioned formed committees, it has Conducted SED at campus and department level. The campus has a plan to evaluate by external auditors conducted by ETA.

Quality Assurance Office requires adequate manpower in order to implement the required task. The campuses has a Quality Assurance and Enhancement unit with Quality Assurance Committee that comprises from three to seven members that are

responsible to monitor, follow-up and give technical support to the different departments and report quarterly to the center of Quality Assurance Office Directorate on regular basis.

The Campus Quality Assurance unit has their own office and a budget that has been set for the execution of its different activities.

The Quality Assurance and Enhancement Office works specially in collaborating with the campus Dean , Department Heads , Students affairs ,Research Publication and Community Service Head and Center of Quality Assurance Directorate of the College to address different problems that arises from the campus as well as nearby the school community. To this end, Quality Assurance Head has developed gap analysis checklist, performance indicator checklist and community service procedure that will help in identifying community problems.

1.9. Progress of School of Post Graduate

Table 12: List of PG Students Enrollment and Graduates Data

S/n	Year	Department	Students enrollment	# of Graduated	Remark
1.	**2011 E.C**	**2**	84		
2.	**2012 E.C**	**2**	89	**74**	
3.	**2013 E.C**	**2**	85	**86**	
4.	2014 E.C	**2**	80	**76**	
5.	2015 E.C	**2**	81	**69**	
6.	2016 E.C			**71**	
Total			**419**	**376**	Total

2. Progress Report of Major Activities (July 2023- March 2024)

Table 13 : Major activities of the campus

No.	Task Performed	Date	Additional Information	Remark
1.	Renting in Ayertena two floors in G 6 AND 7 Building with 2000 meter square in each floors for Both PG campus	Feb 2020/21	A total of more than 5 million Birr invested for renting a G+2 Building around Ayertena for 5 years lease agreement. The finishing works are fully covered by the college and by this time the building has begun giving full services for the campus undergraduate and Post graduate programs	
2.	Induction for all staff members	Semester base induction up to 2015 Mid batch	New employees of the campus have been inducted on semester base	
3.	Restructuring and Revising Organizational Structure of the Campus	February 2020	As per the comment of ETA experts, some modification was done on the organizational structure and at the same time awareness given to the staff about the institutional and campus structural organization	Document attached

4.	Conducting SED & PED	March, 30 /2022	The Campus has conducted SED & PED by establishing SED and PED Committee	Document attached
5.	Establishing the Assessment Committee	September 2020/21	The assessment committee for PG programs established and started monitoring the assessment procedures and practices.	
6.	Establishing academic resource center	October 2020/21	The college started uploading softcopy materials and facilitate accessibility of online academic resources and assessment questions	Visit the college e-learning portal User name: Queens Pw: Queens123
7.	Employing additional academic staff	September. 2023	Some more academic staffs are employed and 6 full time course instructors and 5 part time instructors employed for the new campus launched in Mexico Di-Afrique Campus	
8.	Capacity building training for the Academic Staff on Active Learning	Semester base	To enhance the quality of teaching learning process based on the usage of current technology	

9.	Capacity building training for Registrar staff	Once per semester	To have clear, timely and confidential registrar system, and to provide students full access using internet connections. To see and download their grade, to submit and read their assignments and projects, read and download their course outline and their course materials too.	
10.	Capacity building training for Finance office staff	Every semester	To have internationally acceptable financial system IFRS training has been given to the finance department.	
11.	Conduct student research forums	Every year, at June	2021 Graduate students conducted their senior essay (project research) twice.	
12.	Restructuring and reforming the Discipline and social Committee	Throughout the year	Employees HR issue and grievances are well managed	Document attached
13.	Rendering Gender and Community Services	Throughout the year	-Scholarships are awarded for students who can't afford paying tuition fee and other services for the needy	
14.	Purchasing	Throughout the year	20 Projectors	

	Instructional and Resource Materials		Student arm chairs	
			Library Chairs	
			Library tables	
			Laboratory Chairs	
			Laboratory tables	
			Library Books	

Table 14: Summary of Mix of Qualifications of the Academic Staff (Instructors) at Department Level

A. School of Post Graduate

Program	3rd Degree	2nd Degree	Total	Remark
M.Sc. in ACFN	3	2	5	
MBA	3	2	5	

Table 15: Summary of Mix of Qualification for Administration Staff

Less than grade 10 complete		**Level IV Complete**		**Bsc/ BA**		**MSC/MBA/MA**		**Total**
No	%	**No**	%	No	%	No	%	
3	**18.75**	**3**	18.75	6	37.5	4	25	**16**

Source: Queens College HRM Office Records

Institutional Organogram
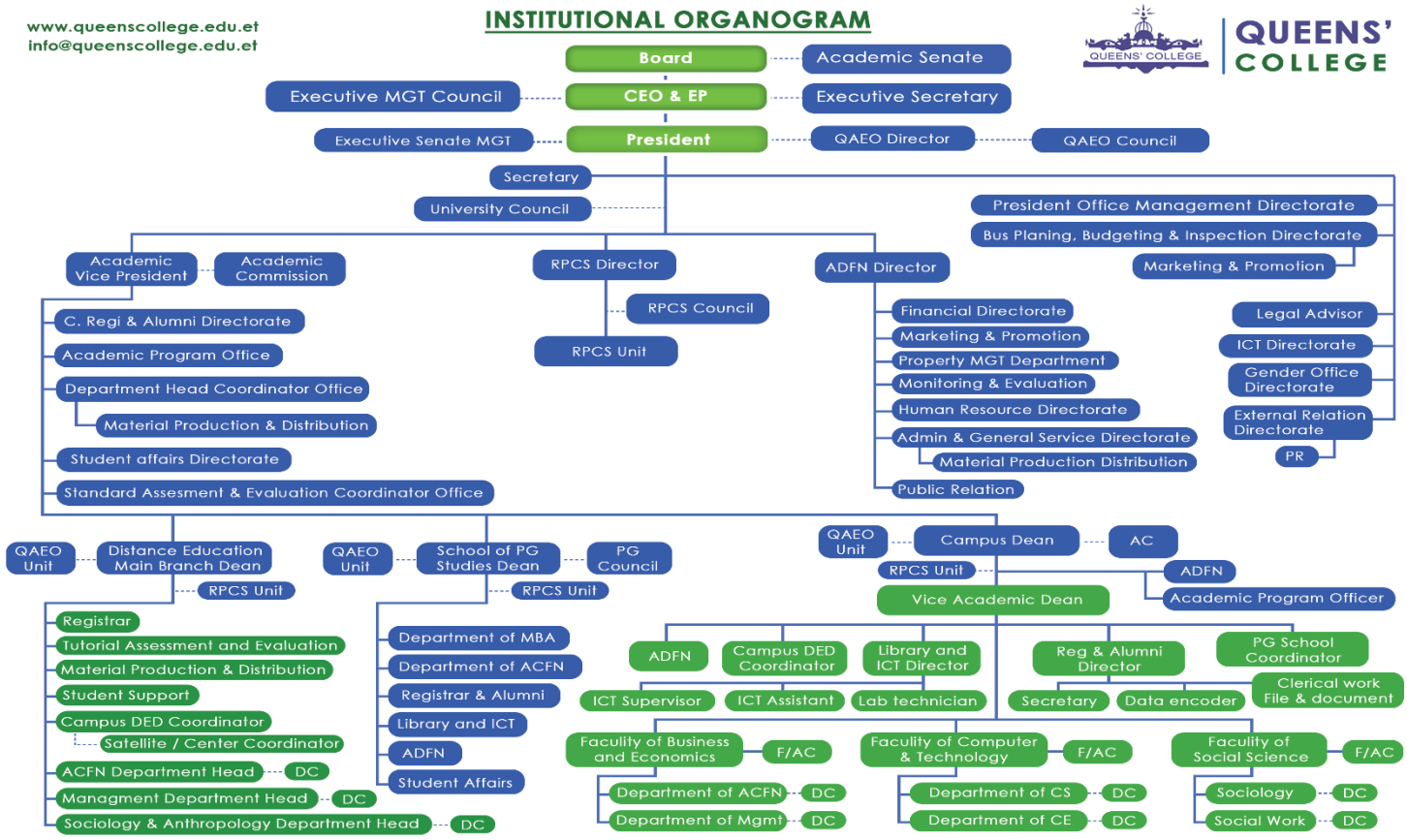
Table 16. Institutional Organogram