AYERTENA CAMPUS
Progress Report
On
Academic Administrative and Financial Activities

June 2024
Addis Ababa, Ethiopia

I. Introduction

Queens' College is a private higher Education institution that delivers education and training in Undergraduate Degree and Post Graduate level at regular, extension and distance programs. It has well qualified and experienced academic and administrative staffs. The college is persistently improving its structure, procedures and overall systems since 1990 E.C. 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, our Campus had been operating in the areas of undergraduate degree programs particularly in Accounting & Finance and Management in regular mode being accredited by ETA since 2012 E.C.

In 2012 E.C, Queens College expands its capacity by opening new branches at Ayer Tena Campus. Ayer Tena Campus is one of the branches of Queens' College which is found in Kolfe Keraniyo Sub city in woreda 04 on the building of Shewa Shopping around Ayertena Mobile in Addis Ababa Ethiopia with commendable achievements in teaching-learning activities. The Campus has been well organized in the last of Five years in terms of creating conducive environment for teaching learning process. Accordingly, all academic and administrative tasks are being performed by relevant and qualified academicians and practitioners.

Knowing that with the rapid change of knowledge, an institution of excellence is needed not only to teach what has been gained but also to take part in the generation of knowledge. Noting that in an increasingly complex and demanding world it has become incumbent for an ancient country like Ethiopia to develop leaders who can relate to the best of the past with the challenges and opportunities of the future through the celebration of achievements on one hand and capacity for initiatives and innovation in personal, professional and public lives on the other hand.

More than ever before, both national and global communities have a growing need for value-adding professionals, and it has become necessary to provide competency-based education.

Currently Ayer Tena Campus has been offering education in regular Programs in a departments of Accounting & Finance and Management programs.

The management of Ayer Tena Campus is persistently aspiring to maximize its capacity and provide training in a more efficient manner than ever before. For this, various improvement indicators can be expressed as follows.

2. Queens' College, Vision, Mission, Objectives and Core Value

2.1. 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"

2.2. 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.

2.3. Objectives of Queens' College

The objectives of Queens' College are 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.

2.4. 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

Commitments of high standards 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)

3. Progress Report on Academic, Administrative and Financial Activities

A. Academic Activities

Queens' College Ayertena Campus is a private higher Education institution that Provides education in undergraduate 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. 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 undergraduate studies had been operating its Academics matters in the areas of: -

- **Accounting & Finance and**
- **Management** in both regular and extension programs has been accredited by Education and Training Authority(ETA)

The college has been well organized in the last five 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 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 Ayertena 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.

I. <u>Progress of Resource and Infrastructures in the past of five years</u>

Table 1:- Resource and Infrastructure

No.	Year	Class room	Library	Com lab	Offices	Remark
1.	2012 E.C	6	1	1	6	
2.	2013 E.C	6	1	1	6	
3.	2014 E.C	6	2	2	10	
4.	2015 E.C	6	2	2	10	
5.	2016 E.C	6	2	2	12	

II. Physical facilities and Teaching /learning Materials

About building

We have rent a 2000 Sq. Meter building around Ayer Tena Mobile Shewa shopping for the College's teaching and learning process. This strategic place will help us to achieve a high quality of education to our students and brings satisfaction to the owners.

ClassRoom

The Campus owns 6 classrooms with appropriate space, light, and sufficiently equipped with suitable seating arrangements. In addition to this there if no shortages of these physical facilities and all available classrooms are properly utilized for various educational and training purposes, It is evident that the campuses of the college have got conducive and safe atmosphere for teaching learning activities. Classrooms, libraries, computer centers, internet services are accessible to both administrative and academic staffs are organized in such a way that they can effectively provide the expected services of the campus. Hence, there is no problem in this regard.

The Library

The Library have around 90 chairs and 6 computers those are well organized and giving the necessary services. So many updated and edited books in soft and hard copy have been received in the last three years through Purchase and copying. In addition many varieties of periodicals have shelved since 2012 E.C

The library has an open access circulation and the campus is equipped with E-Library is contained inside the main libraries. Students get access to electronic educational resources in this section using computer terminals available to them. A 12-hour library service is provided to students Monday through Saturday

1) Enriching library resources

The library resources are summarized by departments as follows

Library books purchased in different times were indicated in separate sheet

Computer Laboratories

There are totally two computer laboratories in the Campus with an average of 15 computers in each laboratory. The computers are mainly used for the teaching of general Computer courses.

Moreover, other related facility such as broadband internet Connection is available to students in the computer laboratories.

Table 1: Number of computer laboratories in Ayer Tena campus

No.	Of lab.	No. of Computer at labs	Remark
	Lab.1	15	
	Lab 2	15	

Tuition and Other Fees Service

The tuition and other fees Service is provided by the Finance Office of the Campus is crewed by Finance Head, a Junior accountant and Cashiers who regularly manages financial activities of the Campus. Conveniently located offices and staffed with cashiers, this section provides services to students by accepting all payments for tuition, registration, transcript requests and other related fees

- **The library resources are summarized by departments as follows**

Table 3: Books Purchased

No.	Books by Dept	Quantity	Remark
1	Accounting & Finance	400	Original
2	Computer Science	179	Original
3	Economics	38	Original
4	Language	62	Original
5	Law	29	Original
6	Mathematics	27	Original
7	Politics	1	Original
8	Marketing Management	34	Original
9	Management	62	Original
10	History & Geography	8	Original
11	General Education	34	Original
12	Dictionary	25	Original
13	Business	26	Original
14	Literature	6	Original
15	Art	7	Original
16	Psychology & social work	88	Original
17	Journal	31	Original
Grand total= 956 Books			

3. About the Campus academic staffs & administrative staff

The Campus is basically administered by two components, the Academic and Administration lines of staffs. The Academics and administrative stream as total of 31 staffs.

Academic Staff

It is found that there are 10 academic staffs in the Campus. The ratio of instructors to students in ACFN and MGT undergraduate degree programs is depicted in Table here below.

Program	No. of students	No. of Instructors	Instructor: Student ratio
Accounting & Finance	**122**	**5**	**1:25**
Management	**107**	**5**	**1:22**

Table 2: Instructor: Student Ratio at Program Level

As can be seen from the data in table above, the ratio of instructors to students appears quite fair in almost all the programs. For instance, in Accounting & Finance, one instructor is available to **25** students and For management department one instructor is available to **22** students

B. Human Resource – Both Academic Staff and Administrative Staffs

Table 4:- List of Academic and Administrative Staffs

S/n	Year	Administrative Staffs	Academic Staffs		Sub Total
			Full time	Par-time	
1.	**2012 E.C**	15	6	-	28
2.	**2013 E.C**	15	6	-	28
3.	**2014 E.C**	15	6	-	28
4.	**2015 E.C**	19	10		31
5.	**2016 E.C**	19	10		31

Table 3: Queens' college Ayer Tena Campus Academic Staff /2016 E.C

No	Full name	Qualification	Responsibility	Remark
1.	Ayalkebet Tesfaye	MSC	Lecturer	
2.	Mohammed Fuja	MSC	Head, ACFN	
3.	Solomon Tarfasa	MSC	Lecturer	
4.	Rahel Hagos	BA	Assistant Lecturer	
5.	Fikirte Abera	BA	Assistant Lecturer	
6.	Melese Getu	MBA	Lecturer	
7.	Ephrem Kumera	MBA	Head, MGT	
8.	Tamrat Abera	MBA	Lecturer	
9.	Tsihon Girma	BA	Assistant Lecturer	
10.	Mulugeta Aderaw	BA	Assistant Lecturer	

Administration Staff

According to documentations available in Human resource & Procurement Administration Office, there are 21 administrations staff members.

Table 4: Queens' college Ayer Tena Campus Administrative Staff /2016 E.C

No	Full name	Qualification	Responsibility	Remark
1.	Senayit Mehabaw	Information technology	Registrar head	
2.	Belachew Wagaw	Information technology	Registrar officer	
3.	Aberu Seid	Level 4 in AOST	Secretary	
4.	Hiyab Habitu	Accounting and finance	V/Admin and finance	
5.	Asefash Fikade	BA in ACFN	Cashier	
6.	Hilawe Yaregal	Level 4 in Acc& budget service	Cashier	
7.	Belete Simeneh	Information system	Library head	

8.	Melkam Kasaye	BA	Assistance Librarian	
9.	Tamrat Ayele	MBA	Dean	
10.	Basha Belachew	MA	RPCS Read	
11.	Hayatu Abderehaman	MA	Quality Assurance	
12.	Mestawot Bogale	Level 4 in HRM	Cleaner	
13.	Silenat Balew	BA	Data Encoder	
14.	Abenezer Lemessa	Level 4 in ABS	Student Affairs	
15.	Eyasu Fikadu	Level 4 in ABS	Academic coordinator	
16.	Tamiru Sisay	BA in ACFN	Community Service	
17.	Yinebeb Alemu	Level 4 in Hard ware & Net	IT Lab technician	
18.	Zekarias Sisay	Bsc	ICT lab Head	
19.	Hargewein Kinde	Grade 12	Cleaner	
20.	Meselech Meshesha	Grade 10	Grader	
21.	Biruk Tadesse	BA	HR	

C. 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 200 academic staffs and 250 numbers of supportive staffs. Per each month, the college paid more than 1.8 million birr for monthly salary.

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.

D. Progress of Student Enrollment Data in the Campus

1. Student population enrolled & Attrition from 2012 E.C – 2016 E.C is as follows.

Numerical data of Accounting and finance and management Undergraduate program regular and Extension Students enrolment in Ayer Tena Campus

Table 1: Students Enrolment from 2012 - 2016 E.C for ACFN

No	Department	Entry year	Admission	No of Students(sex)		Total
				Male	Female	
1	Accounting and Finance	2012 E.C	Regular	14	27	41
			Extension	-	-	-
		2013 E.C	Regular	13	24	37
			Extension	-	-	-
		2014 E.C	Regular	14	22	36
			Extension	-	-	-
		2015 E.C	Regular	-	-	-
			Extension	15	21	36
		2016 E.C	Regular	-	-	-
			Extension	12	24	36
2	Management	2012 E.C	Regular	16	24	40
			Extension	-	-	-
		2014 E.C	Regular	14	23	37
			Extension	-	-	-
		2015 E.C	Regular	-	-	-
			Extension	19	16	35
		2016 E.C	Regular			
			Extension	23	12	35
TOTAL				**142**	**191**	**333**

Table 2: **Graduate Students Data**

No	Department	Entry year	Admission	No of Students(sex)		Total
				Male	Female	
1	Accounting And Finance	2012 E.C	Regular	14	27	41
			Extension	-	-	-
		2013 E.C	Regular	10	13	23
			Extension	-	-	-
2	Management	2012 E.C	Regular	16	24	40
			Extension	-	-	-
TOTAL				**40**	**64**	**104**

Statistical Data on Active Student rate in Degree programs between 2012 and 2016(Source: Registrar Office)

Table 2: **Active Students Data**

No	Department	Entry year	Admission	No of Students(sex)		Total
				Male	Female	
1	Accounting and Finance	2013 E.C	Regular	4	10	14
			Extension	-	-	-
		2014 E.C	Regular	14	22	36
			Extension	-	-	-
		2015 E.C	Regular	-	-	-
			Extension	15	21	36
		2016 E.C	Regular	-	-	-
			Extension	12	24	36
2	Management	2014 E.C	Regular	12	25	37
			Extension	-	-	-
		2015 E.C	Regular	-	-	-
			Extension	19	16	35
		2016 E.C	Regular			
			Extension	11	24	35
TOTAL				**87**	**142**	**229**

Table 2: Attrition and dropout at the end of each year

Year	Admission	Attrition (Sex)		Total
		Male	Female	
2012 E.C	Regular	4	3	7
2013 E.C	Regular	-	-	-
2014 E.C	Regular	-	-	-
2015 E.C	Regular	-	-	-
2016 E.C	Regular	1	3	4
TOTAL		**5**	**6**	**11**

E. Progress on Research Publication and Community Service Head

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 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 college level.

Enhancing the trend/culture of Research study in the College

- 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.

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.

Technologies Transferred to Industries and Business Enterprises

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

F. Progress on Quality Assurance Head

Quality Assurance is a responsibility of the whole College 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, Queens' College Ayertena 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.

Ayertena 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 raised 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.

I. Progress Report of Major Activities (September 2012 E.C - August 2016 E.C)

Table 10:- Major activities of the campus

No	Activity Performed	Responsible body	Execution period	Additional Information	Remark
1.	Inducing all staff members	Vice presidents office in cooperation with campus deans	September 2012, 2013,2014,2015 and 2016 E.C	New employees of the college have been induced on each year (on September).	
2.	Restructuring and revising organizational structure of the College	President office	January 2016 E.C	The implementation is in progress	Document attached
3.	Delivering Capacity building training for the Academic Staff	Administrative Vice President and Quality assurance offices	October 2016 E.C	To enhance the quality of teaching learning process based on the usage of current technology	Document Attached
4.	Delivering Capacity building training for Registrar staff	Academic Vice President, Central Registrar, ICT Directorate and	November 2016 E.C	To have clear, timely and confidential registrar system, and to provide students full access using internet	
5.	Delivering Capacity building training for Finance office staff	Administrative Vice President and Finance offices	November 2016 E.C	To have transparent and accountable financial system, to provide students their fee status.	
6.	Delivering Capacity building training for registrar office staff	Administrative Vice President and Central Registrar heads	December 2016 E.C	To have transparent and accountable students data management system.	Document attached

7.	Producing revised version of Queens' College Quality Assurance policy &Guideline	President and Quality assurance offices	November 2016 E.C	Activities concerning internal quality are done	Document attached
8.	Producing revised version of Queens' College Research , Community Service and Publication Guideline	President and Research , Community Service and Publication offices	March 2016 E.C	Clear and non-subjective rules and principles are included with all its details till of preparation of the research including its publication requirements	Document attached
9.	Rendering Gender and Community Services	Gender and Community services office	Throughout the year	Scholarships are awarded for students who can't afford paying tuition fee and other services for the needy specially for the girls	Documents Attached
10.	Recruiting and employing staff members of the highest caliber	Administrative Vice President office	September 2016 E.C	Qualified Academic Deans, Instructors, HR & Admin Officer, Academic Coordinators,… are employed	
11.	Facilitating the production of course slips arrangement of sufficient classrooms and assigning instructors	Dean office and Department heads	February 2016 E.C		
12.	Organizing induction and orientation program for new entrant students	Dean office, registrar office, finance office and Student affairs office	October 2016 E.C		

13.	Monitoring that all departments are performing their tasks as per the academic calendar and their action plans	Dean Office and Quality Assurance Heads	Throughout the year on monthly basis		
14.	Conducting monthly quality assessment joint meeting with department heads and discussing on planned activities and existing academic issues	Dean Office	Throughout the year on monthly basis		
15.	Conducting monthly meeting with student representatives and discussing on different	Dean Office and Students Representative	Throughout the year on monthly basis		
16.	Participating on meetings of the Academic Commission	Dean Office	Throughout the year on fortnightly basis		Document Attached
17.	Conducting staff performance evaluation biannually	Dean Office and Quality Assurance Office			
18.	Facilitating the processes required for the Campus reaccreditation	Dean and Quality Assurance Office	December 2016 E.C		Document Attached

19.	Producing course slips and disseminate to departments as per the course catalogue	Central Registrar office	At the beginning of each semester		Document Attached
20.	Perform registration of both freshman and non-freshman students as per the academic calendar of the College	Registrar Office & Department heads	At the beginning of each semester		Documen t Attached
21.	Issue student identification card	Registrar office	At the beginning of their registration		Document Attached
22.	Provide updated students' attendance sheet to all departments	Registrar office	Throughout the year on monthly basis		
23.	Communicating the College's academic calendar to the staff and students	Registrar office	At the beginning of each semester		
24.	Posting grade reports of students as soon as it is submitted by course instructors	Registrar office	At the end of each semester		Document Attached
25.	Producing grade reports timely and distribute to students	Registrar office	At the end of each semester	Document Attached	

26.	Preparing lists of prospective graduates and submit to the Central Registrar	Registrar office	February 2016	The implementation is in progress	
27.	Renewing student identification card by checking monthly tuition fee	Finance office	At the end of each semester	Document Attached	
28.	Conducted internal research on the Title of " an assessment of employee turnover on organizational efficiency in the case of Queens' college	Research office in collaboration with Dean office and quality assurance		The implementation is in progress	
29.	Conducted internal research on the title of "factors affecting the quality of service and customer satisfaction in the case of queens' college Ayer Tena campus.	Research office in collaboration with Dean office and quality assurance		Document Attached	

30.	Conducted External research on the title of " the impact of training on employee performance in the case of Ethiopian rail way corporation Addis Ababa light rail transit" , and " assessment of challenges and prospects of informal business sector street vendors: the case of Addis Ababa town in Ayer Tena area".	Research office in collaboration with Dean office and quality assurance		Document Attached	
31.	Producing a revised edition of Queens' College Senate Legislation	President office	October 2016 E.C	The implementation is in progress	Document attached
32.	Producing a revised version of Queens' College Student Handbook	Academic Vice President office	September 2016 E.C	The implementation is in progress	Document attached
33.	Producing a revised version of Queens' College Human Resource Management Manual	Administrative Vice President office	December 2016 E.C	The implementation is in progress	Document attached

Table 11:- Summary of Mix of Qualifications of the Academic Staff (Instructors) at Department Level

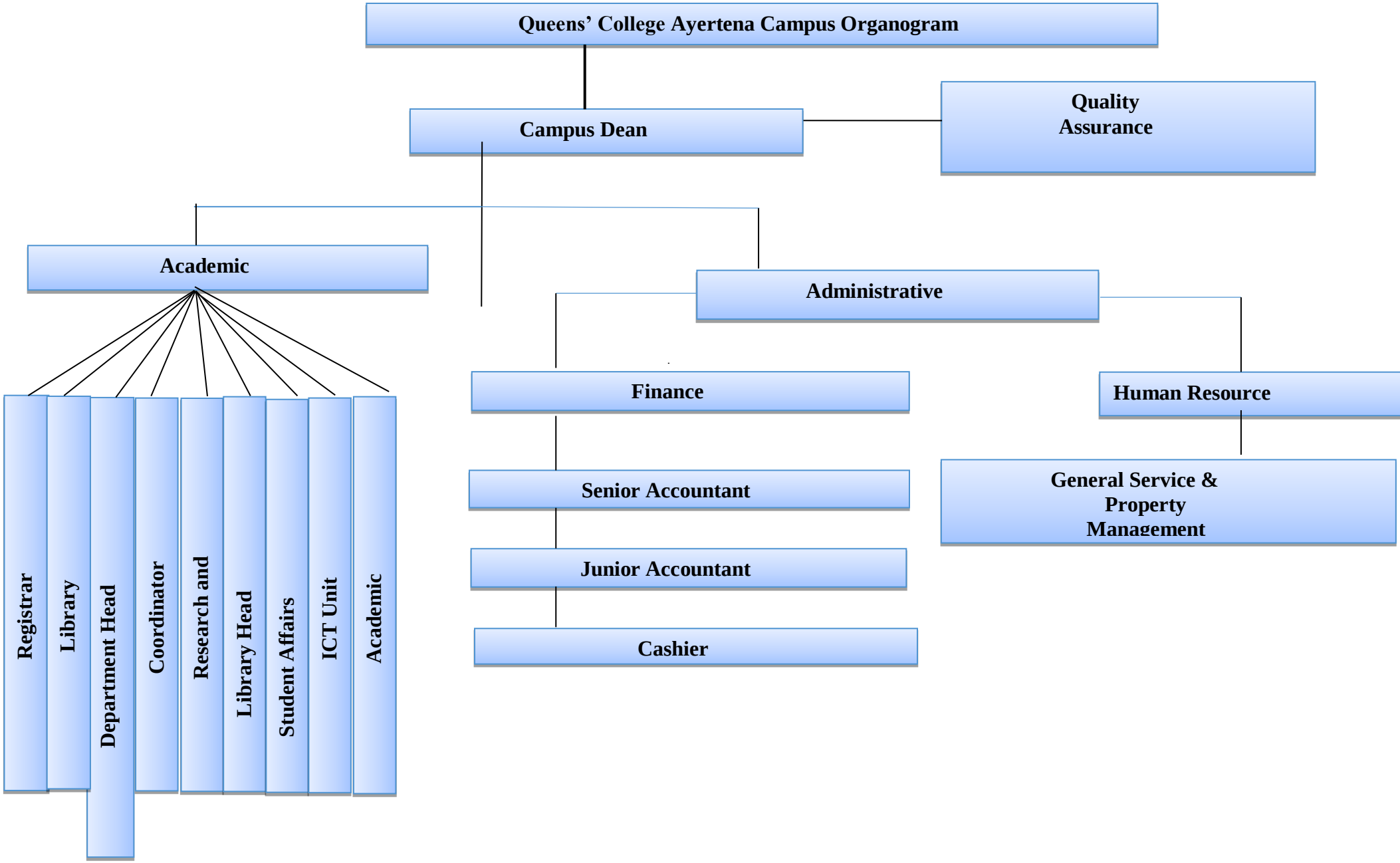
A. Undergraduate

Program	**1st Degree**	**2nd Degree**	**Total**	**Remark**
BA Degree in Accounting & Finance	2	3	5	
BA Degree in Management	2	3	5	
Grand total= 10				

Table 12:- Summary of Mix of Qualification for Administration Staff

Less than grade 12		**Level IV Complete**		**BSC/ BA**		**MSC/MBA/MA**		**Total**
No	%	**No**	%	No	%	No	%	
2	**0.05**	**4**	21.05	11	**52.63**	4	21.05	**21**

Source: Queens' College HRM Office Records


Queens' College Ayertena Campus Organogram
Campus Dean
Quality Assurance
Academic
Administrative
Registrar
Library
Department Head
Coordinator
Research and
Library Head
Student Affairs
ICT Unit
Academic
Finance
Senior Accountant
Junior Accountant
Cashier
Human Resource
General Service & Property Management