AAU Student Services BPR Team

The New Process Design and Organization

Final Report

1. Ato Zerihun Jemaneh   Process Owner
2. Dr. Ayele Meshesha   Team Leader
3. Ato Ezana Amdework   Member and Secretary
4. Dr. Fasil Assefa   Member
5. Dr. Gezahegn Yirgu   Member
6. Col. Kebede Biru   Member
7. W/ro Samrawit Tassew   Member
8. Ato Tadesse Birhanu   Member
9. Dr. Zemede Asfaw   Member

Addis Ababa University

August, 2009

Contents

1 Background

1.1 Introduction

The Addis Ababa University, the oldest higher education institution in Ethiopia, has been engaged in teaching-learning, research and community services for over 50 years. It has now come to the stage where redesigning its business possesses has become a critical matter to its future, particularly in achieving excellence in the education sector. Among the different business processes of the University, the one for which re-designing is critically called for (as it emerged forcefully from the "As-is" study results showing the situation to be in an appalling state) is the student services support process. Despite repeated efforts in the past, the AAU has failed to provide state of the art student services due to various problems caused by internal and external factors.

Right at the outset, the Student Services BPR Team rationalized that the new business process reengineering needs to address all sub-processes that fall under the prescription of the social and support services to students. The redesign agenda was framed around the removal of the lengthy steps and painful tasks and institution of an effective and efficient system and substantially reducing the cycle time. This is believed to be the best strategy to reverse the gloomy picture of the system and the major hurdles that have negatively affected the functioning of the University in its efforts towards achieving its key goals set in the new strategic plan for attainment of excellence and transformation to an eminent research University in Africa. The redesign is made to support the student centered teaching as well as the postgraduate expansion that the AAU is promoting. It is further underlined that while redesigning is done to improve the working system and its efficiency, many tasks are noted that could be achieved through quick fix reform, which have been given to the University administration.

The redesigning exercise has considered all experiences gained through the "As-is" study, the Internet and the physical benchmarks from African and Ethiopian universities in the effort to build the new design around innovative ideas that detonate in the frame of the "clean-sheet" approach in redesigning.

This redesign and organizational report of the new student services process is structured with the introductory aspects given under the background followed by the new process design and the process flow chart and finally presents the organizational aspects.

1.2 Philosophical Underpinnings /Principles

Addis Ababa University commits itself to enrich the learning experience and life opportunities of all students through a range of high quality, innovative, responsive and efficient services, which are relevant to and underpin the core processes of teaching-learning, research and community service of the University. AAU will plan and deliver services that are student centred, inclusive and effective. Student services will build students knowledge and skills, providing positive opportunities for students to maximise their independent learning & personal development.

1.3 Objectives

The main objective of the redesign process is to come up with a new, radical and fundamental way of providing basic services to students. In the new design, the principal goals of Student Services are:

- To create a safe, welcoming and accepting community where all cultures and differences are acknowledged and valued.

- To enrich the learning experience and life opportunities of all University students through a range of innovative, responsive and efficient services.

It is hoped that the services will strengthen AAU's capacity to pursue student success with commitment and zeal as it works through to attain the following desired outcomes:

Table 1: Desired Outcome and stretched Objectives

Services	Desired Outcome	Stretched Objective
Social Orientation	- Provide well coordinated quality social orientation for maximum customer satisfaction	- Increase the quality (coverage & scope) of social orientation to raise satisfaction by 70%.
Cost-sharing (off-campus)	- Provide regular and timely payment.	- Reduce time taken to effect cost sharing by a 100%.
Catering (meal service)	- Provide quality meal service that satisfies customer needs.	- Raise the satisfaction of customers by 80% through increasing quality of meal services. - Reduce queuing time to 0.
Dormitory	- Provide a dormitory service that satisfies all customers.	- Increase the comfort of dormitories so that customer satisfaction is increased by 90%.
Health	- Provide health services that satisfy all customers.	- Increase customer satisfaction by 70%. - Reduce waiting timing for basic health services by 80%.
Guidance and Counseling	- Provide a professional service on all campuses.	- Establish guidance & counseling service that is accessible to all students who need the service.
Safety & security	- Provide services for students that create safe and secure students for all students.	- Provide campus safety and security that is satisfactory to customer, stakeholder and other members of campus.
Extracurricular Activities	- Establish extracurricular activities that assist the development of the whole student.	- Provide support for extracurricular activities that benefit 100% of students.
Economic Support	- Establish a system of economic support that enables all economically needy students that will enable them to pursue their academic career.	- Increase the coverage of student economic support services from negligible to 100%.
Support for Students with Special Needs	- Establish a system of comprehensive support that enables all students with special needs that will enable them to pursue their academic career.	- Make the support for students with special needs cover all officially acknowledged needs of students.
Clearance	- A fully satisfied customer and less overburdened employee.	- Establish a clearance system that is satisfactory to 100% of customers. - Reduce the overall cycle time by 120% (should not take more than half an hour).
Student discipline handling	- Maintain good disciplinary environment	- Empowered campus level disciplinary committees to fully handle student disciplinary cases

1.4 Scope

Redesigning student services at AAU encompasses all non-academic aspects of student life. Student services have been framed to include the following categories that are related to students' social and support services:

- Orientation
- Student Finance
- Catering (Meal Service)
- Dormitory
- Health Service
- Guidance and Counseling
- Safety and Security

- Extracurricular Activities
- Economic Support for Needy Students
- Support for Students with Special Needs
- Clearance
- Career services: career counseling

Particular focus has been made to fundamentally improve catering, residence, health and counseling services.

1.5 Limitations

Limitations exist on financial and material resources as well as policy matters to realize the expected fundamental changes. It is assumed that the Government and the University will consider the financial implications of the new design in light of the great advantages the services will bring to the teaching-learning process.

The following tasks remain to be done in order to complete the new design:

- Technical experts, customers and stakeholders will have to review the new ideas and add their own through consideration of policies, resources and some practicalities; and this has to be aligned with the new changes in organizational structure and see if it reduces costs

1.6 Approach

In designing the new process, *t*he working team reviewed the progress in Phases I and II, namely:

- Summarizing customer needs and stretched objectives
- Reviewing and applying design principles
- Brainstorming ideas, listing common themes and developing few concepts for the new process
- Cross checking the processes with the works of other teams (Teaching and learning, healthcare, etc.)
- Developing the high level map and the flow charts for individual processes for the new design
- Choosing a new design and refining the map of the new process
- Testing the new design against customers' demands, the desired outcome for the process and the stretched objectives.

1.7 Fundamental Ideas in the New Design

Guiding Questions for Re-Engineering
- How do our services promote student success?
- What do we need to do to empower students to assume a partnership role?
- What does the culture of student affairs at AAU communicate to our students? Do they feel welcomed? Do they feel valued?
- Do we have the resources to promote student success? Are our resources allocated appropriately? Are our resources accessible to all students and is this done fairly?
- Is our use of technology productive and equitable?

Promoting a Student Success Agenda
AAU should pursue a process of institutional change in Student Services based on the following principles:

- Strategies must be appropriate to AAU's circumstances and students' needs
- Broad-based participation is essential
- Inside and outside voices must be heard
- Institutional change is both technical and adaptive

Technology for Student Success
- Technology will be utilized as a tool to streamline services, increase efficiency, and to improve student engagement, communication, and support. (New Student Portal, Emergency Alert, Information flow system, making them know who we are and how we do things and gather their views in a feedback system, etc)
- Messages related to student support services and college processes will be conveyed to the campus community through a variety of media, in languages appropriate for the service audience.
- Improved Communication to Students
- Redesigned Orientation Materials
- Prospective Student Portal
- Improved Advising Services
- Mental Health and Student Resource Webpage

Student Engagement and Support for Student Success

Students are empowered through programming and support services to embrace active and shared responsibility in their own success.

2   The New Process Design

Below is a description of the new processes to be designed for the 12 student services identified by the team:

2.1 Orientation

A. Pre-arrival Orientation
1. Preparing pre-arrival orientation documents
2. Uploading pre-arrival orientation package & enquiry formats and avail for collection in person.
3. Students send back filled out forms about their personal profile, financial and others special needs /Online or otherwise/
4. The University sends students a package containing information regarding their semester academic program, arrival orientation program, ID numbers, Dormitory and other necessities.
5. Organize open week for prospective students.

B. Arrival Orientation
1. Train and assign personnel (including students) for arrival orientation.
2. Deploy welcoming troupe
3. Set venue for arrival orientation on each campus.
4. Conduct coordinated orientation
5. Distribution of documents containing rules, regulations and other necessary information

C. Socialization
1. Provide ongoing socialization through follow up life-skill trainings.
2. Provide ongoing socialization through student-student mentorship.

2.2 Student Finance
1. Government allocates the necessary amount of loan fund.
2. The University administers the loan fund.
3. Students fill loan form specifying their financial needs.
4. Assessment and approval of loan request.
5. Students sign agreement/contract for the loan.
6. Establish a mechanism for collecting loan from the bank.
7. Student can pay for various transactions using integrated ID.
8. Revise and fix the amount of loan at the end of each fiscal year.

2.3 Catering (Meal service)
1. Students Affairs body sets standards for the service of multiple providers.
2. University prepares facilities for private cafeterias & mobile vendors and builds communal kitchens for students to cook their own food.
3. Students Affairs body floats a tender.
4. Students Affairs body decides to accept *multiple* service providers.
5. Service is provided both in cash and e-card.

2.4 Dormitory
1. Students Affairs body sets criteria and procedures for allocating student residences.
2. Students Affairs body sets standards for on-campus and off-campus (affiliated) student residences.
3. Students enter contractual agreement.
4. Students receive keys of their dormitories.
5. Students start living.

2.5 Health Service
1. AAU Establish clinic on each campus that are run by health officers.
2. AAU upgrades the main campus clinic into a higher clinic.
3. Diagnostic process are:-
    - Sick student arrival to clinic
    - Examination, diagnosis by HO/BSc Nurse
    - Treatment (If possible student treated and back to class) If not:
    - Referral to higher clinic
    - Examination and mgt. by GP or consultant
    - Treatment (If possible student treated and back to class) If not referral to hospital.

2.6 Guidance and Counselling
1. University establishes well staffed and equipped guidance and counseling centers.
2. Student goes to campus based guidance & counseling centre.
3. Student is directed to the appropriate professional/unit.
4. Student gets appropriate guidance and counseling face to face or online.

2.7 Safety and Security
1. University establishes campus based safety and security system.
2. University establishes committee system chaired by campus executive dean or/and administrator
3. University prepares general binding rules, regulations and procedures.
4. Campus safety and security committee prepares detail rules and regulation based on campus situation.
5. University ensures student participation in safety and security issues.
6. University establishes an emergency hotline analogous to 911.

2.8 Extracurricular Activities
1. University empowers Students to decide their own affairs
2. Students Affairs body facilitate the establishment of clubs, Multicultural activities through student organization
3. Students Affairs body organizes Sports & recreation in collaboration with student organization
4. Student organization creates and runs public dialogue for discussion through print and electronic media.
5. Student organization creates student job and income generation centers in collaboration with public/private partnerships.
6. Student organization administers lounge, shops and other fund generating activities.

2.9 Economic Support for Needy Students

1. University sets criteria to identify needy students
2. Students Affairs body prepares application/nomination formats
3. University solicits funds from various sources (from internal revenue, student activities, donors, etc)

2.10 Support for Students with Special Needs

1. Students Affairs body compiles profile of students with special needs
2. Avail the necessary resources to accommodate the incoming students with special needs.
3. Arrival of the students.
4. Validate information filled by students themselves with the help of experts.
5. Provide the actual amenities (specially adapted dormitory, mobility aids, hearing aids, and learning aids).
6. Provide special orientation to students with special needs.

2.11 Clearance

1. Students' use of all university property is compiled in a database.
2. Students can have access to this database freely.
3. Students request clearance from one university office.
4. Responsible person checks students' status on the database.
5. Clearance is issued or denied.

2.12 Student discipline handling

1. Students Affairs body revises the student's code of conduct/disciplinary rules
2. Discipline committee membership should include student body representatives, academic staff representative, University legal office and other case by case relevant offices.
3. Empower the disciplinary committee at campus level
4. Due process of law (time & representation)

3   Detailed processes flow chart

3.1 Orientation (Pre-arrival)

Start/End	Documents	Process	Alternate Process	Decision

Orientation Team	Student	Relevant Units	

Potential + prospective students who need to know the university

Orientation package: university profile, map, info, university life; forms, rules & regulations.

Upload on web page

Fills form & sends back via email.

Compile the info. And communicate with the relevant units.

Gives Int. ID no, house no, meal info., finance , extra-curricular, guidance and counseling info.

Receives the relevant info from the relevant unit and sends to students.

Student receives

On-arrival Orientation

3.2 Orientation (Arrival)

Start/End	Documents	Process	Alternate Process	Decision

Orientation Unit at Campus Level/ Info Desk	Student	Relevant Units

Student comes with the necessary documents and identifies him/herself at the gate

Preliminary Identification and Provision of Orientation Schedule

Verification of documents and registration, issue integrated ID and key to dormitory

Undergraduate — NO

Yes

Escorted by welcoming troupe to dormitory and cafeteria

Student receives

Given available services

On-arrival Orientation

3.3 Student Finance

Start/End	Documents	Process	Alternate Process	Decision

MOE	Registrar	Student Affairs Office	Student Financial Office	Bank	Student
Placement	Collect documents of placed students from MOE				
	Classify documents by student's home address	Collect classified profile or data of students from Registrar			
		Identify and classify legitimate students for financial assistance			**Apply/ Appeal**
					Student informed
		Decision made → No			
		Yes	Preparation of loan or cost-sharing	Bank process (ATM)	
					Receives payment

3.4 Meal Service/ diversified (Private Cafeteria, mobile vendors, common kitchen)

| Start/End | Documents | Process | Alternate Process | Decision |

MOE	Student Affairs Unit	Providers	Student

Placement → Set standard of services, prepare regulations & procedures

Prepare each service area → Receive integrated ID

Contract services/handover facilities → Private cafeteria → Receives services

Receive integrated ID → Receives services

Mobile vendors → Receives services

Student common kitchens → Receives services

9

3.5 Dormitory service/Residential service

MoE	Registrar	Student Affairs Office	Owner of university/affiliated hostels	Bank	Student

Legend shapes: Start/End · Documents · Process · Alternate Process · Decision

Placement →

Registrar:
- Collect documents of placed students from MoE
- Classify documents by student's home address

Student Affairs Office:
- Set standard of dormitories
- Collect classified profile or data of students from Registrar
- Identify legitimate students to rent university residential halls and affiliated hostels
- Decision — No / Yes
- Sending list to owners

Student:
- Apply
- Informed

Owner of university/affiliated hostels:
- Preparation of dormitories and contract documents
- Process for payment

Student:
- Sign contract & receive cash
- Effect payment
- Receive dorm

3.6 Health Service

Student	Campus clinic	AAU higher clinic	University hospital(TAH/St. Paul)

Legend: Start/End · Documents · Process · Predefined process · Decision

Sickness

Examination, diagnosis and by HO/BSc Nurse

Treatment possible

Yes — Student treated

No — Referral

Evaluation and mgt by GP/consultant

Treatment possible

Yes — Student treated

No — Referral

Student treated

Back to home

11

3.7 Guidance and Counseling

Guidance and counseling unit	Student

Start/End Documents Process Alternate Process Decision

Need identification from student personal data

Request

Info. on Schedule by:
- Email
- In person

Show up for face-to-face

On-line /email

No   Yes

Follow up.

Serious case

Student – student mentorship

Referral to Clinic/Higher Clinic

End

3.8 Safety and security (work flow for setting the system)

| Start/End | Documents | Process | Alternate Process | Decision |

Campus executive dean	campus administration	Campus security team	Safety and security HQ

Prepare rules, regulations and procedures that are annually revised

Set campus safety and Security Council (SSC)

Chair and lead the SSC

Execute decision forwarded by SSC and day-to-day campus safety and security

advising, training and coordinate information.

3.9 Extra-curricular activities

| Start/End | Documents | Process | Alternate Process | Decision |

Student affairs Office	Extra-curricular activities Team	Students	Student union

Need to form organization

Consult and advise.

Students form organizations

End

Provide continuous assistance

Yes

Approval

No

Application received

Request / application for recognition

3.10 Economic Support for Needy Students

Start/End	Documents	Process	Alternate Process	Decision

Student Affairs Office	Student	Student Support Team	University Finance Office
Send pre-arrival orientation package and forms	Need for Economic Support		
	Fills forms		
Compiles Student Profile			
Validate information through support documents			
Approval of eligible students — **No** → Appeal			Direct Financial Support
Yes →	Student Informed	On-campus part-time job.	Effect Payment
	Receive payment		

3.11 Support for Students with Special Needs

| Start/End | Documents | Process | Alternate Process | Decision |

Student Affairs Office	Student	Student Support Team

Send pre-arrival orientation package and forms

Existence of Student with Special Need

Fills forms

Compiles Student Profile

Validate information with the help of professionals

Approval of eligible students — **No** → Appeal

Yes

Student Informed

Provides specially adapted dormitory, mobility aids, hearing aids, and learning aids

Student gets support

3.12 Clearance

| Start/End | Documents | Process | Alternate Process | Decision |

| Clearance Team | Student |

Compiles student material use database

Receive Property

Informed of property in his/her possession

Requests clearance

Checks database for return of all materials

Yes

Receives clearance

No

Returns all university property

3.13 Student Discipline Handling*

Start/End	Documents	Process	Alternate Process	Decision

Petitioner/Applicants	Investigator	Discipline Team	Appellate body

Y(

Discipline case

Case received

Case Investigated

Hearing

Judgment

Declare the decision to student & relevant University Offices

End

If satisfied

Appeal

Decides

---

*This particular process handles cases regarding student misconduct.

4 Organizing

The sections below present an attempt at organizing the various student services. However, this should not be taken as a final version, since some require technical expertise and input of professionals.

4.1 Orientation

A.   Pre-arrival

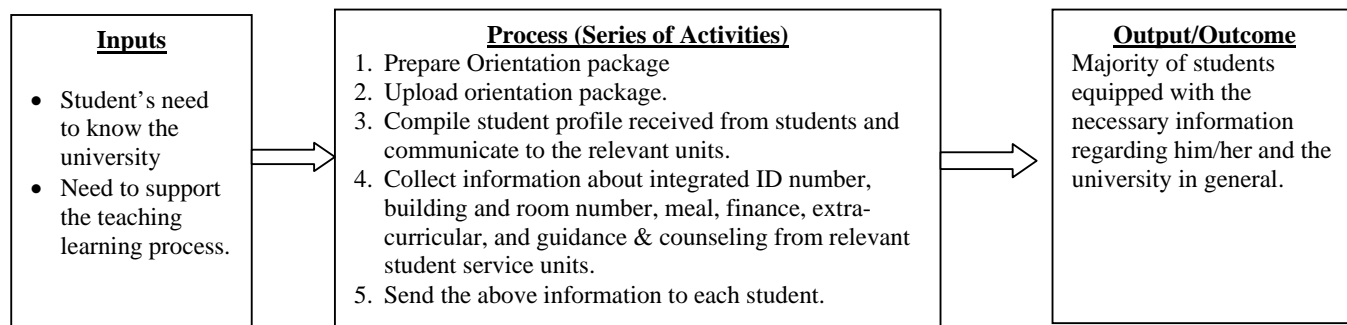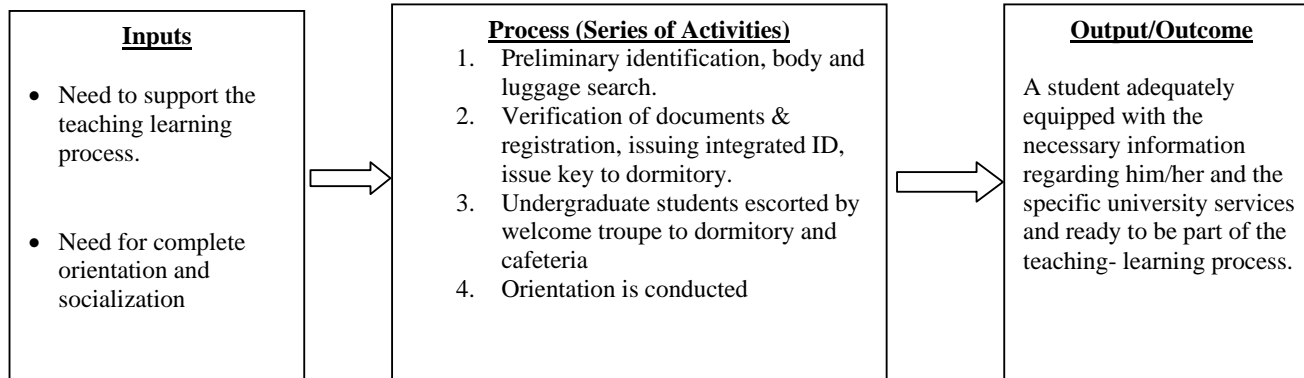| Inputs	Process (Series of Activities)	Output/Outcome
• Student's need to know the university • Need to support the teaching learning process.	1. Prepare Orientation package 2. Upload orientation package. 3. Compile student profile received from students and communicate to the relevant units. 4. Collect information about integrated ID number, building and room number, meal, finance, extra-curricular, and guidance & counseling from relevant student service units. 5. Send the above information to each student.	Majority of students equipped with the necessary information regarding him/her and the university in general.

Series of Activities	Where	When/Time	How/standard
1. Prepare orientation package	Student Affairs Office	Six months before the beginning of every academic year	Complete, simple, user friendly, easy to upload, print and fill.
2. Upload orientation package	Student Affairs Office	Two months before the beginning of every academic year	According to ICT standards
3. Compile student profile received from students and communicate to the relevant units.	Student Affairs Office	One month before the beginning of every academic year	Complete and accurate information through standard format
4. Collect information about integrated ID number, building and room number, meal, finance, extra-curricular, and guidance & counseling from relevant student service units.	Student Affairs Office	15 days before the beginning of every academic year	Through local network
5. Send the above information to each student.	Student Affairs Office	10 days before the beginning of every academic year	Through individual email/post

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Prepare orientation package	Prepare orientation package	• MA (2 yrs. experince) or BA (4 yrs experince) in Sociology/ psychology/, social work. • General computer skill	Orientation and communication officer	1/univeristy
2. Upload orientation package 3. Compile student profile received from students and communicate to the relevant units. 4. Collect information about integrated ID number, building and room number, meal, finance, extra-curricular, and guidance & counseling from relevant student service units. 5. Send the above information to each student.	Compile student database, compile information to be sent back to students, and send the compiled information back to students	• BA/BSc. (2 yrs experince) in database management, business management, computer science or statistics.	Assistant orientation and communication officer	1/camps

B. On Arrival

Inputs	Process (Series of Activities)	Output/Outcome
• Need to support the teaching learning process. • Need for complete orientation and socialization	1. Preliminary identification, body and luggage search. 2. Verification of documents & registration, issuing integrated ID, issue key to dormitory. 3. Undergraduate students escorted by welcome troupe to dormitory and cafeteria 4. Orientation is conducted	A student adequately equipped with the necessary information regarding him/her and the specific university services and ready to be part of the teaching- learning process.

Series of Activities	Where	When/Time	How/standard
1. Preliminary identification, body and luggage search.	On each campus	When students report to each campus	Non-harassing and humane
2. Verification of documents & registration, issuing integrated ID, issue key to dormitory.	On each campus	When students report to each campus	By checking validity of documents and eligibility of students as per established university rules and procedures
3. Undergraduate students escorted by welcome troupe to dormitory and cafeteria	On each campus	When students report to each campus	By trained and assigned voluntary troupe
4. Orientation is conducted	On each campus	Within a week of the last date of reporting	Face-to-face orientation, by assigned team, with mandatory attendance

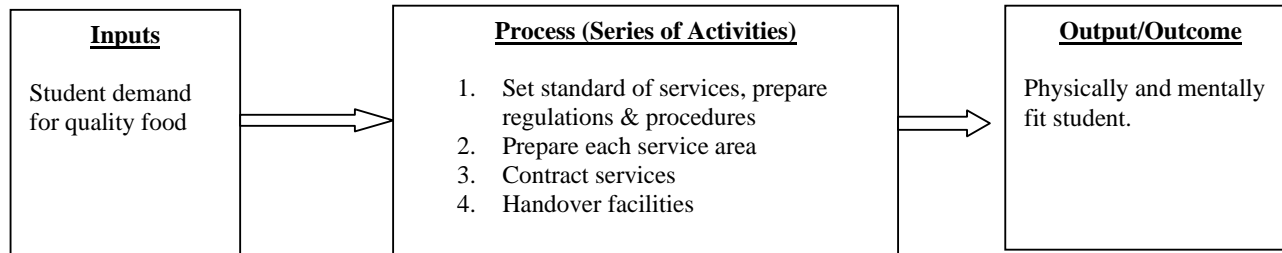| Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Perfor-mers
1. Preliminary identification, body and luggage search.		Trained search personnel	Search specialist .	1/200stud-ents *
2. Verification of documents & registration issuing integrated ID, issue key to dormitory.		• BA/BSc/BEd.in any filed • Computer skill	Service desk- officer	1/facultyor College
3. Undergraduate students escorted by welcome troupe to dormitory and cafeteria		Senior University students	Volunteers	1/ 20 students
4. Orientation is conducted and socialization follows		Same personnel /professional **4.1.A.1&2**	Same personnel /professional 4.1.A.1&2	Same personnel /professional 4.1.A.1&2

*Male and female

4.2 Student Finance

Inputs	Process (Series of Activities)	Output/Outcome
Student need for finance to cover living and learning costs	1. Collect documents of placed students 2. Classify documents by student's home address 3. Collect classified profile or data of students from student database 4. Identify and classify legitimate students for financial assistance 5. Preparation of loan or cost-sharing 6. Inform students	Cover cost of living and learning, and create a conducive teaching-learning environment

Series of Activities	Where	When/Time	How/standard
1. Collect documents of placed students	Relevant office	On placement of students	Through LAN
2. Classify documents by student's home address	Student Affairs Office	One month before the beginning of every academic year	Using software
3. Collect classified profile or data of students from student database	Student finance team	15 days before the beginning of every academic year	LAN
4. Identify and classify legitimate students for financial assistance	Student finance team	At the time of registration	Software
5. Preparation of loan or cost-sharing	Student finance team		Software
6. Inform students	Student finance team		Online

5

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Collect classified profile or data of students from student database 2. Identify and classify legitimate students for financial assistance 3. Preparation of loan or cost-sharing	Collect classified profile or data of students from student database, iidentify and classify legitimate students for financial assistance, and inform students	• MA. (2 yrs.experince) in MIS, Management, Public Administration • Computer Skill	Finacial Officer	1/campus
4. Student informed	Preparation of loan or cost-sharing	Accounting	Accountant	1/campus

4.3 Catering (Meal Service)

Inputs	Process (Series of Activities)	Output/Outcome
Student demand for quality food	1. Set standard of services, prepare regulations & procedures 2. Prepare each service area 3. Contract services 4. Handover facilities	Physically and mentally fit student.

Series of Activities	Where	When/Time	How/standard
1. Set standard of services, prepare regulations & procedures	Student Affairs Office	Six months before the beginning of every academic year	Sufficient, palatable and balanced meal with the advice of EHNRI
2. Prepare each service area	Student Affairs Office	3-4 months before the beginning of every academic year	By maintaining, renovating existing ones and constructing new areas for diversified services
3. Contract services	RMGM Team	Three months before the beginning of every academic year	Contract management procedure
4. Handover facilities	Student Affairs Office	Two weeks before commencement of the service	According to legally binding signed agreement

7

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Set standard of services, prepare regulations & procedures		• BA (4yrs.experince) ,Diplm.(6yrs experince) in food Science or Hotel Mangement • Computer Skill	Catering adminstrator	1/cafeteria
2. Prepare each service area				
3. Contract services		RMGM*		
4. Handover facilities		RMGM		

* Reource Mobilization ,Genration and Mangement Team

4.4 Dormitory

Inputs	Process (Series of Activities)	Output/Outcome
Student need for comfortable residence	1. Collect documents of placed students from student database 2. Classify documents by student's home address 3. Set standard of dormitories 4. Identify legitimate students to rent university residential halls and affiliated hostels 5. Send list to landlords 6. Preparation of dormitories and contract documents	Physically and mentally fit student.

Series of Activities	Where	When/Time	How/standard
1. Set standard of dormitories	Student Affairs Office	Three months before the beginning of every academic year	
2. Collect documents of placed students from student database	Student Affairs Office	Six months before the beginning of every academic year	
3. Classify documents by student's home address	Student Affairs Office	3-4 months before the beginning of every academic year	
4. Identify legitimate students to rent university residential halls and affiliated hostels	Student Affairs Office	Three weeks before commencement of the service	Online and personal
5. Send list to landlords	Student Affairs Office	Two weeks before commencement of the service	
6. Preparation of dormitories and contract documents	Between Students and landlords	One week before commencement of the service	

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Set standard of dormitories				
2. Collect documents of placed students from student database	Collect documents of placed students from student database, classify documents by student's home address, identify legitimate students to rent university residential halls and affiliated hostels and send list to owners	• BA (2 yrs.experince) in Management, public administration, MIT • Computer Skill	Domitroy Adminstration	1/campus
3. Classify documents by student's home address				
4. Identify legitimate students to rent university residential halls and affiliated hostels				
5. Send list to owners				

4.5 Health Service

Inputs	Process (Series of Activities)	Output/Outcome
Sick student	1. Examination and diagnosis by health officer (HO)/BSc Nurse at campus clinic 2. Student treated or referred to AAU higher clinic 3. Evaluation and management by GP/consultant at the higher clinic 4. Student treated or referred to University hospital 5. Student treated	Healthy student
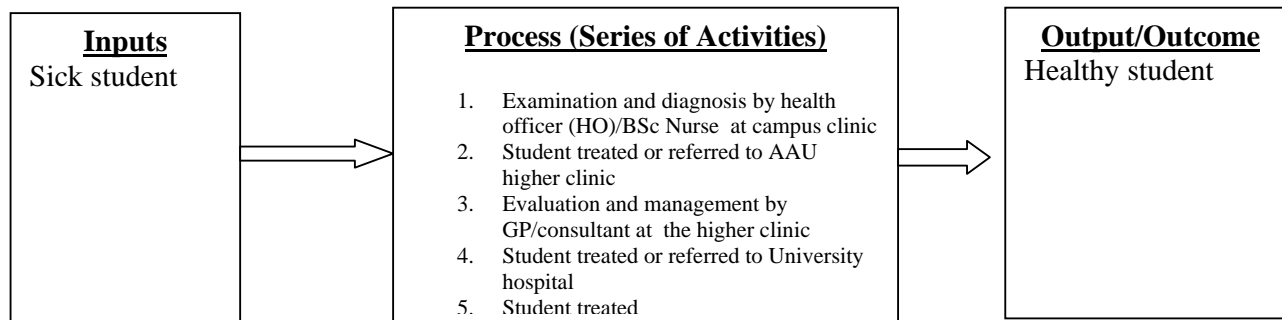
Series of Activities	Where	When/Time	How/standard
1.Examination and diagnosis by health officer (HO)/BSc Nurse	Campus clinic	On arrival of student	
2.Student treated or referred to AAU higher clinic	Campus clinic	After diagnosed by health officer	Health treatment standard prepared by hospital
3.Evaluation and management by GP/consultant	AAU higher clinic	After arrival pre clinic	
4.Student treated or referred to University hospital	AAU higher clinic	If treatment in clinic is impossible	
5. Student treated	Hospital	When referred to hospital	

11

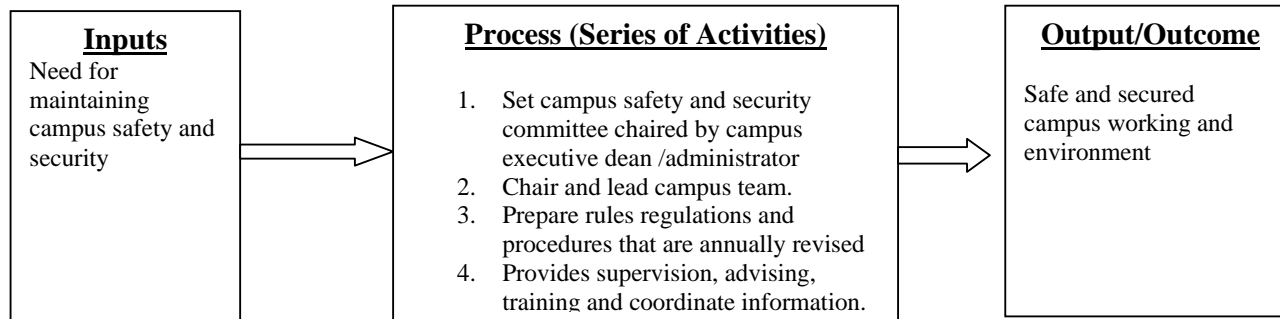| Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
Examination and diagnosis	One group of work done by HO/nurse	Health officer (HO)/BSc Nurse	Clinical head	1 per campus
Student treated or referred to AAU higher clinic				
Evaluation and management by GP/consultant	By GP/visitor specialist	MD	Head of higher clinic /visitor	1 per campus
Student treated or referred to University hospital				
Student treated	Hospital			

4.6 Guidance and Counseling

Inputs	Process (Series of Activities)	Output/Outcome
Need for guidance and counselling. Psychological problems	1. Need identification from student personal data /personal request from student 2. Information on counseling schedule is given to student 3. Face-to-face counseling is given 4. On-line counseling is given 5. Follow up of case 6. Decide if case is serious or not 7. Student – student mentorship 8. Referral	Student psychological fit and ready for effective learning

Series of Activities	Where	When/Time	How/standard
1. Need identification from student personal data / personal request from student	Guidance and Counseling team	15 days before the beginning of every academic year / upon request	From personal data/by request
2. Information on counseling schedule is given to student	Guidance and Counseling team on each campus	In 10 minutes	
3. Face-to-face counseling is given	Guidance and Counseling team on each campus	As the case dictates	Through LAN / face to face
4. On-line counseling is given	Guidance and Counseling team	Any time	
5. Follow up of case	Guidance and Counseling team on each campus	As the case dictates	
6. Decide if case is serious or not	Guidance and Counseling team on each campus	As the case dictates	By professional
7. Student – student mentorship	Guidance and Counseling team on each campus	Any time	Residential based
8. Referral	Guidance and Counseling team on each campus	As the case dictates	

13

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Need identification from student personal data				
2. Information on counseling schedule is given to student		Diploma (2yrs.Experince) in Secreterial science	Receptionist	1/campus
3. Face-to-face counseling is given		Masters Degree in Counseling (2 yrs.expirence)	Counselor	1/campus
4. On-line counseling is given				
5. Follow up of case				
6. Decide if case is serious or not				
7. Student – student mentorship		Assigned senior student	Volunteer	1 to 1 students
8. Referral				

4.7 Safety and Security

Inputs	Process (Series of Activities)	Output/Outcome
Need for maintaining campus safety and security	1. Set campus safety and security committee chaired by campus executive dean /administrator 2. Chair and lead campus team. 3. Prepare rules regulations and procedures that are annually revised 4. Provides supervision, advising, training and coordinate information.	Safe and secured campus working and environment

Series of Activities	Where	When/Time	How/standard
1. Set campus safety and security committee chaired by campus executive dean /administrator 2. Chair and lead campus team.	On campus	Weekly	By setting standard
3. Prepare rules regulations and procedures that are annually revised	Safety & security HQ	At central level	By business and development V/P office
4. Provides supervision, advising, training and coordinate information.	Safety & security HQ	At central level	

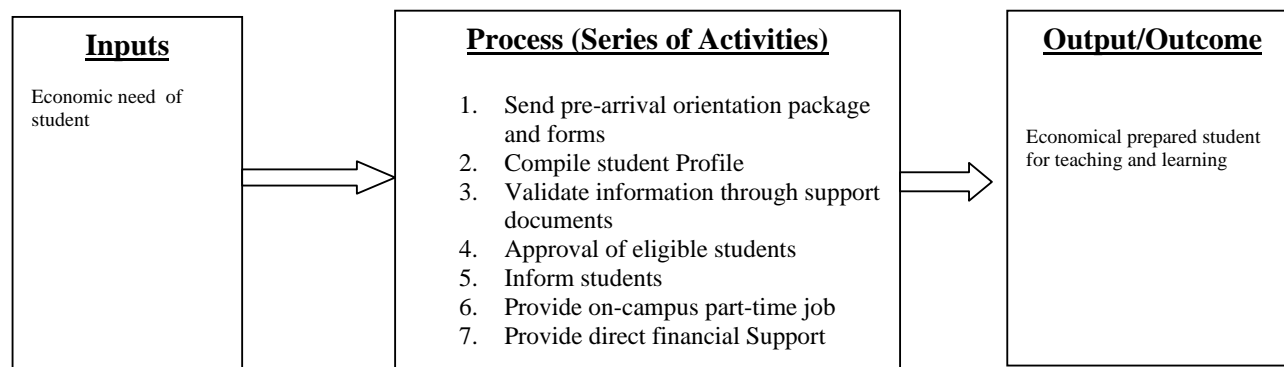| Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Set campus safety and security committee chaired by campus executive dean /administrator 2. Chair and lead campus team.	One group of work	Executive dean/administrator		
Prepare rules regulations and procedures that are annually revised by Safety & security Specialist, HQ/campus committee,charied by Head of the HQ	Second group of work	Advanced training/ BA in police or military science (10 yrs experince)	Safety and Security chief	1/University
3. Provides supervision, advising, training and coordinate information.	Third group of work	*Outsourced		

4.8 Extracurricular Activities

Inputs	Process (Series of Activities)	Output/Outcome
Mental, psychological & physical need of student	1. Provide consultation and advice 2. Receive application 3. Approve application 4. Provide continuous assistance	Healthy teaching learning atmosphere
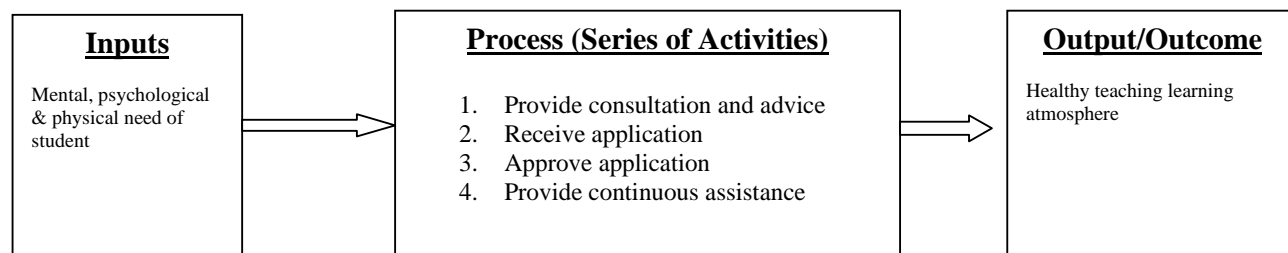
Series of Activities	Where	When/Time	How/standard
1. Provide consultation and advice 2. Receive application 3. Approve application 4. Provide continuous assistance	On campus	On arrival	By advertising

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Provide consultation and advice 2. Receive application 3. Approve application 4. Provide continuous assistance	One group of work	• BA /Bsc.in Social work, psychology, sociology, Sport and wellness • Computer Skill	Extracurricular officer	1/campus

4.9 Economic Support for Needy Students

Inputs	Process (Series of Activities)	Output/Outcome
Economic need of student	1. Send pre-arrival orientation package and forms 2. Compile student Profile 3. Validate information through support documents 4. Approval of eligible students 5. Inform students 6. Provide on-campus part-time job 7. Provide direct financial Support	Economical prepared student for teaching and learning

Series of Activities	Where	When/Time	How/standard
1. Send pre-arrival orientation package and forms 2. Compile student Profile 3. Validate information through support documents 4. Approval of eligible students	Pre-arrival work using data of students on campus	Pre-arrival	Using database
5. Inform students	Online	At home & on arrival	Online & face to face
6. Provide on-campus part-time job	On campus	On arrival	Through assessment
7. Provide direct financial Support	On campus	On arrival	After approval of poorness

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Send pre-arrival orientation package and forms	One group of work	**Same personnel as 4,4.1.A1&2**		
2. Compile student Profile				
3. Validate information through support documents				
4. Approval of eligible students	Second group of work	MA (0yrs) BA(2yrs) in Social work and Specical needs	Student support organizer	1/campus
5. Inform students				
6. On-campus part-time jobs				
7. Provide direct financial Support				

4.10 Support for Students with Special Needs

Inputs	Process (Series of Activities)	Output/Outcome
Special needs of needy students for facilities friendly to them	1. Send pre-arrival orientation package and forms 2. Compiles Student Profile 3. Validate information with the help of professionals 4. Approval of eligible students 5. Inform students 6. Provides specially adapted dormitory, mobility aids, hearing aids, and learning aids	Preparation of needy student friendly facilities and insuring the teaching learning environment

Series of Activities	Where	When/Time	How/standard
1. Send pre-arrival orientation package and forms 2. Compiles Student Profile 3. Validate information with the help of professionals 4. Approval of eligible students 5. Inform students	On campus using data base information	Pre-arrival and after arrival by approval of needs	By approval of needs
6. Provides specially adapted dormitory, mobility aids, hearing aids, and learning aids	On campus	After arrival	By approval of needs

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Send pre-arrival orientation package and forms 2. Compiles Student Profile 3. Validate information with the help of professionals	One group of work	**Same personnel as 4,4.1.A1&2**		

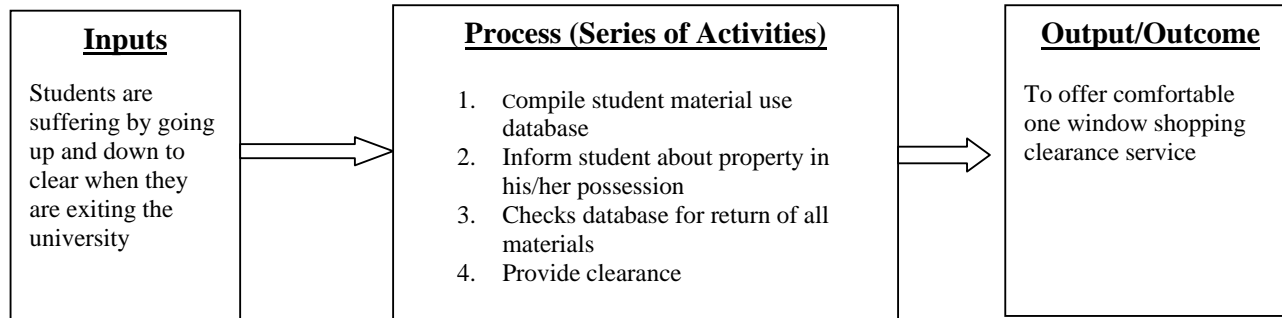|				
4. Approval of eligible students 5. Inform students 6. Provides specially adapted dormitory, mobility aids, hearing aids, and learning aids	Second group of work	MA (0yrs) BA(2yrs) in Social work and Specical needs	Student support organizer	1/campus

4.11 Student Discipline case Handling

Inputs

- Disciplinary case

Process (Series of Activities)
7. Filing
8. Case investigation
9. Submission of investigation result
10. Hearing and verdict
11. Verdict informed to the defendent and relevant University offices
12. Defendent appeals
13. Appelate body gives final verdict
14. Implementation of verdict

Output/Outcome
- Justice served
- Discipline maintained
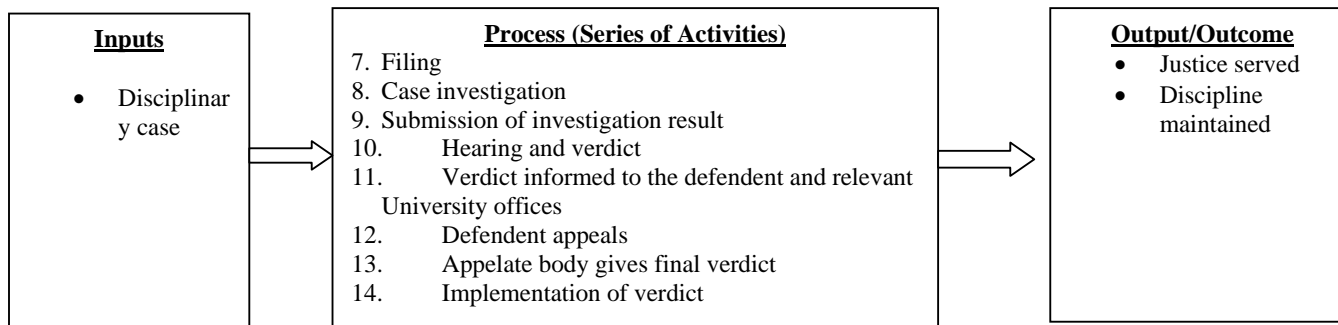
Series of Activities	Where	When/Time	How/standard
6. Filing	Safety and security HQ	Any time	Appeal format
7. Case investigation	Safety and security HQ	With in 48 hrs	Legally accepted investigation procedures
8. Submission of investigation result	Discipline Team	48 hrs after case filed	Registered file
9. Hearing and verdict	Discipline Team	Maximum of 3 days after case received	Team meeting / convening
10. Verdict informed to the defendent and relevant University offices	Discipline Team	With in 24 hrs after verdict is passed	Decision letter
11. Defendent appeals	Appellate body	With in a week	Decision letter
12. Appelate body gives final verdict	Appellate body	With in 24 hrs	Letter of appeal
13. Implementation of verdict	Relevant University offices	With in 24 hrs	University discipline regulations

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	**No. of Performers**
1. Filing 2. Case investigation 3. Submission of investigation result	1,2,3	• Trained security personel	Investigator	3/campus
4. Hearing and verdict 5. Verdict informed to the defendent and relevant University offices 6. Defendent appeals	4,5,6	• Committee work		
7. Appelate body gives final verdict 8. Implementation of verdict	7 & 8	• Office holders		

4.12 Clearance

Inputs		Process (Series of Activities)		Output/Outcome
Students are suffering by going up and down to clear when they are exiting the university	→	1. Compile student material use database 2. Inform student about property in his/her possession 3. Checks database for return of all materials 4. Provide clearance	→	To offer comfortable one window shopping clearance service

Series of Activities	Where	When/Time	How/standard
1. Compile student material use database	On student affairs office	From arrival up to exit	Using network LAN
2. Inform student about property in his/her possession	On campus	Through out the year	Using LAN /Web
3. Checks database for return of all materials	On campus by network	Through out the year	Using network
4. Provide clearance	On campus	On exit	Using computer print out

Series of Activities	Regroup work for one person	Skill requirement	By whom	
			Job Title	No. of Performers
1. Compile student material use database				
2. Inform student about property in his/her possession	One group of work	Same personnel as 4,4.1.A1&2		
3. Checks database for return of all materials				
4. Provide clearance				

5 Conclusion

The AAU commits itself to do everything required by the new design on a timely basis. It pledges to improve the facilities, the resources, the service centers and the processes by gauging it with customers' views in a dynamic state. In this regard, the institution must put in place a system for gathering the level of customer satisfaction, process such data and take the desired corrective measures periodically. Furthermore, the institution must put in place a system for periodic external evaluation of the implementation of the new student services design.