Melaku Girma, Dean and PhD Candidate, Faculty of



Teaching Tips

Some Guidelines for Testing and Grading

Teacher Education, SMUC



Test AT ALL Levels

A common mistake made by some teachers is to focus most test items on simple recall of information. It is easier to write and score this 3. type of question because there is usually a single correct answer. However, if the teacher wants to student thinking extend and promote higher-level thought processes, then test questions must require higher-level of thinking. 5. Bloom's taxonomy and a table of specification are devices to assist the teacher in constructing test items at various levels. A basic rule for assessment of higher-order thinking skills is to craft tasks requiring use of knowledge and skill in new or normal situations (Mitchell, 1992). If you only assess students' ability to recall 7. what is in the textbook or what you say, you will not know whether they understand or can apply the explanations, reasons, interpretations. In short, you must use novel materials to assess higher-order thinking.

Give **Enough Students Information Before Testing** Them.

It is the teacher professional

about an upcoming test and students which of the ideas about how it will be scored. To presented in a lecture or found in assess students under the best the textbook will be included on condition you need to provide at the test. Some teachers will write

about your upcoming (Nitko, 2004):

- 1. When it will be given.
- take-home test).
- The content areas it will cover.
- The emphasis or weighting of content areas to be included on the assessment expected to them. (value in points).
- The types of performance surprise required).
- How the assessment will be scored and graded.
- particular assessment result about the student.

clearly Communicating tested on is a paramount importance if we want students Teach to perform at their best. As we Skills may all know, a favorite Students question from students is "will we be tested on this?" Effective responsibility to inform students teachers make it very clear to

least the following information key ideas from a lecture on the test board or give them to students as a handout. Some provide the same type of tool for information in the text. This communicates 2. Under what condition it will to students exactly what they are be given (timed, speeded, responsible for on the test. Other teachers spend time in review, outlining key ideas to be covered on the test. Still others provide study sheets with sample questions. The goal in each case is to alert students to what is

Some teachers believe that quizzes motivate the student will have to students. There is no evidence to demonstrate (the kinds of support this point, but there is items on the test, the degree some evidence that students will to which memory will be do better if they know in advance about a test (Tyler & Chalmers, 1943). Students with special problems often benefit from knowing about The importance of the assessment well in advance. Test anxiety and fear are likely to in relation to decisions diminish when a student can rationally plan a program of study for a forthcoming students what they will be assessment (Mealey & Host, 1992).

Assessment -Taking

need more than information about what assessment is. They need to learn how to take tests.



You may need to teach students minimum 9 following the assessment -taking skills, through perhaps direct instruction in the classrooms (Ebel & Frisbie cited in Nitko, 2004):

- 1. Paying attention to oral and written directions the finding out consequences of failing to follow them.
- 2. Asking how the assessment will be scored, how the individual tasks will be weighted into the total, and how many points will be deducted for wrong answers, misspellings, or poor grammar.
- marking answers neatly to an lowered or mismarked answers.
- paced course and in reviewing to cramming and fatigue.
- 5. Using assessment time wisely so that all tasks are time.
- 6. Using their knowledge and appropriately.
- organizing answers essays before writing; using situations: an appropriate amount of 1. When students perceive an time for each essay.
- 8. Checking the marks they separate 2. make the on answer sheets to avoid mismatching or losing one's place when an item is

omitted.

Reviewing their answers to the tasks and changing answers if they can make a better response.

Find Ways to Deal With Test 4.

There are at least three types of test-anxious students (Mealey and Host, 1992). Your ability to differences 5. recognize these among students will help you to work with them so that they perform their best on the assessments. First are students 6. Highly test-anxious students who do not have good study skills and do not understand how the main ideas of the subject you are teaching are related and organized. These 7. Giving very test-anxious 3. Writing their responses or students become anxious about upcoming evaluation scores because they have not learned because of poor penmanship well. Second are students who do have a good grasp of the 4. Studying throughout the material and good study skills but have fears of failure reduce associated with assessment. Third are students who believe they have good study habits but who do not. They perform poorly on assessments and learn 8. completed within the given to be anxious about being assessed.

partial The following factors were guessing shown to be related to test In addition, Mealey and Host anxiety (Nitko, 2004) and may (1992) suggested the following: 7. Reflecting, outlining, and be under your control in 1. The teacher should not talk to classroom assessment

- assessment to be difficult, 2. their test anxiety rises.
- At-risk students have higher levels of test anxiety than passing students.

- 3. Students who teachers give them item-by-item feedback after the test have lower test anxiety than students who receive no feedback.
- Tests whose items were arranged from easy to difficult raise test anxiety less than tests with other item arrangements.
- More frequent testing of highly test-anxious students seems to improve their performance.
- are more easily distracted by auditory and visual activity than less testanxious students.
- students instructions to concentrate their attention on the assessment tasks and not to let themselves be distracted from the tasks is more beneficial to their performance than simply reassuring them with "don't worry" or "you'll be fine" statements.
- Students with low testtaking skills can lower their test anxiety with test wiseness training.

- or interrupt while students are working on an assessment.
- The teacher should review the material with the entire class before the assessment is given.
- 3. The teacher should not walk



assessed.

4. The teacher should convey a sense of confidence about students' performance on an upcoming assessment (and avoid such statements "This is going to be a difficult test")

(1994)Furthermore, Arends discussed the following ideas to find Some teachers will wait until the end Arends, R.I. (1994). Learning to Some teachers use humor and learning. students get relieved from the Make tension the test poses. Other teachers use simple relaxation methods, such as a few moments for reflection or instruction to help students learn be written down and should be

test anxiety and to improve test system. performance.

Test Frequently

ways to deal with test anxiety. When of an instructional unit to test confronted with a test, it is normal, students' knowledge acquisition. It and even beneficial, for students to is better to test students frequently Mealey, D.L. & Host, T.R. (1992). be a little bit anxious. However, for two reasons (Arends, 1994). some students (often more than First, frequent tests pressure students teachers suspect) experience a to keep up with what they are degree of test anxiety that prevents learning and provide them with them from doing as well as they feedback on how they are doing. could. Effective teachers learn to Second, frequent testing provides recognize such students and help the teacher with feedback on how reduce anxiety in a number of ways. well students are doing on key One way is to simply help students instructional objectives and allows relax prior to a testing situation, reteaching of ideas students are not

Grading **Explicit**

Regardless of the approach (grading deep breathing. Sometimes anxious on a curve or grading to criterion) a students lack the requisite test-taking teacher chooses to use in assigning skills. Setting aside periods of grades, the exact procedures should

around looking over students' how to pace themselves, how to communicated clearly to students shoulders while they are being allocate time during a test, how to and if required to their parents. make an outline for an essay Taking the mystery out of grading is question prior to writing, or how to one way to help students accomplish skip over objective questions for the work expected of them and is which they do not know the also a means of getting students to answers, has been shown to reduce see the "fairness" of the grading

References:

Teach. New York: McGraw-Hall, Inc.

Coping with test anxiety. College Teaching, 40,147-150.

Mitchell, R. (1992). Testing for How Learning: approaches to evaluation can improve American Schools: New York: The Free Press.

Nitko, A. J. (2004). Educational Assessment of Students. New Jersey: Prentice Hall.

Procedures Tyler, F.T, & Chalmers, T.M. (1943). The effect on scores of warning Junior High School pupils of coming tests. Journal of Educational Research, 37, 290-296.



Great Definitions.....

1. Life Insurance: A contract that keeps you poor all of your life so that you can die rich.

2. School: A place where papa pays and son plays.

3. Nurse: A person who wakes you up to give sleeping pills.

4. Marriage: It's an agreement in which a man loses his bachelor degree and a woman gains her masters.

5. Tears: The hydraulic force by which masculine willpower is defeated by feminine power.

6. Lecture: An art of transferring information from the notes of the Lecturer to the notes of the students without passing through 'the minds of either'.

7. Conference: The confusion of

one man multiplied by the number present

8. Compromise: The art of dividing a cake in such a way that everybody believes he got the biggest piece.

9. Dictionary: A place where success comes before work.

10. Conference Room: A place where everybody talks, nobody listens and everybody disagrees later on.

11. Father: A banker provided by

12. Boss: Someone who is early when you are late and late when you are early.

13. Politician: One who shakes your hand before elections and your confidence after.

14. Doctor: A person who kills your ills by pills, and kills you by

15. Classic: Books, which people

praise, but do not read.

16. Smile: A curve that can set a lot of things straight

17. Office: A place where you can relax after your strenuous home life. 18. Yawn: The only time some married men ever get to open their mouth

19. Etc. : A sign to make others believe that you know more than you actually do.

20. Committee: Individuals who can do nothing individually and sit to decide that nothing can be done together.

21. Experience: The name men give to their mistakes.

22. Atom Bomb: An invention to end all inventions.

24. Philosopher: A fool who torments himself during life, to be wise after death.

(Source: an email from a friend)



Reflection

What is New about the New Higher Education Proclamation of 2009? A Comparative Perspective

Wondwosen Tamrat (Asst. Prof) St. Mary's University College

In Lieu of Introduction

was issued in Ethiopian The proclamation had gone scrutiny. through variety consultative processes before significant change has always the case in our context. coming to this stage, though the question of how much it had benefited from this process remains mute.

A very voluminous treatise with 66 pages to its name, the new proclamation is in some ways an extension of the earlier one and in some other significant respects ล departure in introducing new

directions. unfortunately, some sections of the legal basis for an evolving the proclamation appear to go higher education system that backwards as compared to the continues to address emerging Six years after the first Higher 2003 bill as will be argued issues and needs. One should Education Proclamation in the later. The discussion in this expect that the new additions country's educational history small paper is structured along and improvements should be a 2003. the these three lines of comparison catalyst for government and offers a personal reflection c h a n g e s proclaimed the second higher of the author on some major notwithstanding the fact that education bill in Sept. 2009. provisions chosen for closer they

where Areas been introduced

There are some provisions included in the new higher education proclamation which were neither incorporated nor emphasized in the previous bill. Some of these provisions could be regarded as results of the need for addressing gaps identified within the sector after the issuance of the first proclamation. Others are

Quite hopefully included to provide await proper implementation by pertinent authorities which has not been

Quality Enhancement and Internal Quality Audit

One major feature the new proclamation has added is the emphasis it has given to quality enhancement internal quality audit. earlier proclamation had no articles on the upkeep of quality and how this works in the context of what are in popular parlance known as



external and internal quality assurance systems, excepting those on pre-accreditation and accreditation mechanisms that were meant to exclusively apply on the private sector. The fact that the new provisions on quality enhancement and internal quality audit are to apply on both government and private institutions is another new dimension that has been introduced through the new proclamation.

In a significant departure from the earlier one, the new proclamation lays emphasis on the creation of an internal quality assurance system within institutions. The earlier systems of preaccreditation a n d accreditation were part of the external quality control scheme the government introduced in 2003. Accordingly, the need for an institutional quality enhancement scheme, and t h e duties a n d responsibilities o f institutions in quality enhancement were properly outlined. internal expected to

institutions should include provisions for such internal systems (Article 22.4), with the system required to pervade all lines of institutional work and e m b o d y clear and comprehensive measures of quality with a significant student space for involvement (Articles and 22.3).

Though an emphasis is laid on the internal system, external authorities like the MoE and the Agency are also given the role of further influencing institutional quality through establishment of a national quality assurance framework that operates on the basis of identifying core learning outcomes or graduate competencies (Articles 22.7). What is obtained both from internal assessment external quality assurance through HERQA is supposed inform institutional to changes. Where there are recommendations made by the Ministry and/or not Agency, institutions must The comply with these proclamation establishes that requirements (Article 22.5). an institution should have an Concerning the public sector, quality the Ministry has a special enhancement scheme that is leverage in enforcing improve institutional quality through continuously (Article 22.1). the strategic plan agreement The internal regulations of it shall sign with each public

university.

Accountability of Public **Institutions**

The new proclamation goes a long way towards heightening the accountability of public institutions. Although the Ministry previously had a similar practice of supervising the performance of public universities, the proclamation demands this to be effected through a strategic plan agreement that each public university should prepare for a period of five years. This plan contains the plans overall of the block institution, grant budget commitments, income generation scheme, plan, contingency and mechanisms of accounting, evaluation and reporting (Articles 65.1 and 65.2) and must be in line with the wishes and aspirations of the Ministry of Education (MoE). Every public institution is also expected to produce, based on its strategic plan, performance annual and audited financial reports and publish the educational and expenditure data for the fiscal year (Article 68.1) subject to the supervision of the Ministry to ensure compliance with the law and strategic plan agreements.



Perhaps as part of the needed in respect of the rapid accountability scheme, the higher education expansion requirements Proclamation 2009 emphasize the need for more transparency on the part of higher education institutions (HEIs). Accordingly, HEIs are required to establish an organized system of information, an annual publication of financial and educational data and an obligation to cooperate with who seeks anyone information from them. If pursued vigorously, this will surely put on a new pedestal the hitherto seemingly limited accountability that is specially prevalent in the public sector.

Block Grant

One o f the major achievements of the new proclamation could be the provisions on block grant planned that is be introduced in the public higher education sector. The need for a different financial system has for too long been a point of discussion in the public sector as a move away from the existing line item budgeting which has been regarded as very restrictive and unhelpful considering the flexibility public institutions

of that demands more autonomy and flexibility. Article 62 makes such provision and states that block grant will be given to public institutions on the basis of strategic plan agreements they have made with the Federal or Regional government/s.

Tenure and Extension of Retirement Age for **Academic Staff**

The new proclamation has introduced for the first time the practice of tenure in the Ethiopian higher education sector. Until lately, members of academia in Ethiopia were not treated differently from the way civil servants are concerning their pension and contractual employment. In addition to introducing the tenure system, the basis for the system is now identified a s the meritorious continuous service and outstanding scholarly teaching and/or research or institutional leadership by individual exhibited candidates. Introduced as an incentive to such service (cf. Article 33.1), this right can only be waived if the faculty commits a serious breach of discipline as stipulated in senate statutes. The proclamation also establishes

the legal basis for extending the retirement age of an academic staff (with an qualification of academic Masters or above) for two consecutive terms of three years each (Article 33.4).

Appeal System

The earlier proclamation had no provision for appeal if private institutions felt that they need to contest Higher Education the and Relevance Quality Agency (H E R Q A)concerning its decision on accreditation requests. Institutions that failed to secure accreditation permits were simply required to apply again. This gap was addressed through the appeal procedures later developed by **HERQA** permitting institutions to appeal to the Director of the Agency. HERQA should be having commended for identified the gap earlier and for being pro-active in developing regulations, though both the decision to accredit and the appeal remained within the Agency itself. This cast a doubt on whether the appeal might be addressed in a neutral fashion. The gap is now



bridged through the formal appeal procedures established by the new proclamation that stipulates that an appeal should be made the to Ministry if the applicant has reservation towards the decision of the Agency. The Ministry then establishes an appeal committee that would look into the matter where the applicant will also be granted the chance to get heard before final decision is made.

Government Subsidy to Private Institutions

The new proclamation has added for the first time the possibility of granting subsidy government to private institutions. The unfortunate part of this provision is that the subsidy will be provided only to nonprofit private institutions. These type of institutions are a rarity in Ethiopia, and the possibility of having them in the future is also remote as the grounds for their establishment are not that fertile in our context. Although a good start by any count, how much this provision may respond to existing crv the for assistance from the private sector is not clear. Nor is clear the choice for assisting institutions that do not exist while there are many that have been craving for a similar support for not less than a decade now.

Establishment of a New Public Institution

рег the 2003 proclamation regions were given the mandate to run supervise programs offered up to the level of a diploma only. The authority to open, run and control institutions offering undergraduate programs and above resided with the Federal Government. The new proclamation has given regions additional the authority for running degree level programs if they wish to do so. Article 5.2 gives mandate to state governments which can open level programs degree provided that the state law with the complies requirements of the new proclamation and other federal minimum quality standards.

University-Industry Relations

Another area that has assumed a relative importance the in new proclamation is the emphasis that institutions should give to university-

relations. Asindustry stipulated in Article 26, a university is expected to put at the service of the wider community the knowledge and skills that have hither to been restricted within academic communities.

2. Provisions Indicating an Extension of Earlier Practices

The new proclamation embodies a variety of provisions that may be regarded as an extension of earlier practices.

University Governance

Higher Education The Proclamation of2003 identified three major lines of authority in the running of a public university: the Board which acts as the head of the general administration of the public institution and accountable to the Ministry or to the appropriate organ of the Regional Government: the Senate which is accountable to the head of the institution; and university presidents who are considered as CEOs of the institution. The new proclamation has extended the previous governance structure in public institutions by establishing additional bodies entrusted with a variety of responsibilities.

One may be tempted to ask whether there is a real need bureaucratic for more arrangements, but the new proclamation adds two high level bodies in addition to the earlier three whose role has also assumed some changes. In the new proclamation the Board is identified as the 'supreme governing body of institution' but its accountability is not clearly defined excepting a provision states that that the Chairperson of the Board shall be designated by the Ministry of Education (Cf Article 36.1). The Senate in the new Proclamation is given the role of being "the leading body of the institution for academic matters" (Article 49). The president still maintains the position of being the CEO of the University.

The two new bodies included in the governance structure are identified as managing university council and council both of which assume advisory role. The Managing Council which is chaired by the President is constituted ofvice presidents, the officer for student affairs, and others appointed by the president. It is given the authority to advise the president on strategic issues and on other cases that the president believes require collective information as well as serve as a forum for monitoring, coordination, and evaluation of institutional operations (Article 56.2). The University Council is again chaired by the president and comprises the core members of the managing council, all deans, directors, members of the Senate standing committee, the chief librarian, registrar, other key academic and officers, service department Schemes heads, and an appropriate The new proclamation has number of academic staff and laid student representatives with institutionally gender appropriate (Article 57.1). It offers advice teaching the president institutional plans, budget, assessment organizational structures, never a c a d e m i c programs, agreements of cooperation, and on division, merger and closure of academic units as on performance as (Article 57.2).

National Standard for **Teaching and Research**

Among an extension of the roles and responsibilities given to academic staff, the new proclamation stipulates that there shall be national standard for research and teaching load (Article 30.5).

However, how much this will able to differentiate institutions with different size, objectives and values is not clear. The Ministry has also taken the mandate to issue the minimum academic staff ratios with regard to educational qualifications professional which shall be complied with by every institution (Article 30.6).

Teaching-Learning, Assessment Students Student Support

emphasis more established mix and defined systems on student support, student and which was the case in the previous proclamation.

> The new focus on assessment may be an indication of the level of attention this area has received at the higher especially and government's decision not to leave it to the discretion of individual institutions. The proclamation dictates that "there shall institutionally recognized and well-defined assessment and examination methods and systems at



academic unit levels to which academic staff shall any adhere, and have been made known to students" (Article 41.5). Institutions are expected to have adequate structures and rules and procedures pertinent to this issue including rooms for complaints which should be indicated in senate statutes (41.6 and 41.10, 41.7). This will hopefully improve the accountability of institutions and the academic community by subjecting them to rules and regulations than to the individual whims o f instructors.

different from Quite the earlier proclamation, the new bill also offers an emphasis to academic counseling and guidance. With provisions exclusively dedicated to the issue, it sets the need for informing students advising on their courses. studies and offering academic support and follow up as needed. Although this must have been practiced by many HEIs before, it has never been made mandatory a s prescribed in the new proclamation (Articles 23.1,23.2, 23.3).

Institutional Nomenclature

It was the 2003 proclamation institutionalized

that established the requirements for the status university. The a requirements demanded that there must be some experience for an institution before it assumed the status of a university. The new proclamation maintains the old criteria but has also created the possibility for any new institution to assume the name of a university provided that "it is conceived as such and its resource provisions are well as its institutional plans and vision are such that it can, in the judgment of the Ministry, fulfill the requirements of the Ministry in an acceptable manner" (Article 11.2).

In addition to this, Article 12.3 establishes that a purely distance education and/or a dual mode institution might assume the status after the Ministry has made an investigation or on the basis of an international practice. This is a significant move from the earlier provisions which were highly restrictive and prohibitive as related to private institutions.

Accreditation of Private Institutions

The accreditation rules and regulations previously institutionalized have

assumed some changes after the enactment of the new Proclamation. To begin with, the pre-accreditation practice introduced in the Higher Education Proclamation of 2003 has been abolished. In its place institutions will be directly applying accreditation which, unlike the previous years, will be uniformly required establishing, upgrading or modifying private institutions. Although this scheme could be considered as an improvement from the earlier bureaucratic procedure of passing through two steps, it is not clear how much it addresses the earlier fear of having unscrupulous private providers that might unleash damage to the public they get recognitions immediately after applying for accreditation. The time that the Agency should take to issue the accreditation permit is also deliberately open in the proclamation through the use of the phrase 'a reasonable time period'.

The new regulations also stipulate that institutions that receive the accreditation permit shall be required to request for renewal of the same after three years. The



renewal process from $_{
m the}$ from the earlier three years to of five in the new proclamation which the burden the three year the 2003 proclamation. renewal period had both on institutions and HERQA itself.

3. Provisions indicative of **Regressive Tendencies**

Notwithstanding the fact that higher education the Proclamation of 2009 has introduced new elements that would further strengthen the gains of the sector, one can not claim it to be devoid of short comings that could have been easily avoided. A few examples can be adduced in support of this claim.

Government Support to Private Institutions

The 2003 proclamation had relevant provisions related to the support that could be accorded to the private sector. The provision of land and other possible assistance were clearly stated by way of acknowledging the support needed for the private sector. These provisions have now been totally removed watered down in the new proclamation. Considering the

quite expectations and demands of earlier the private sector for more practice. The re-accreditation than a decade, this can be period has been extended considered as a serious failure the new proclamation was expected (Article 77.2). This in a way is augment but not reduce the an improvement considering momentum gained through

Joint Appointment of Staff

In a significant departure from earlier practices, the proclamation provisions that allowed joint appointment between/among any type of higher education institution. The proclamation was also regarded as the first attempt to recognize the scarcity of faculty in the sector and address through a formal and legal mechanism. This provision which was hailed as one of the major achievements of previous proclamation has now been substituted with an article that narrowly defines who would be allowed for joint appointment. Article 34 of the new proclamation states that the need for such a n arrangement established only when an institution has the challenge of ensuring the relevance and quality of education as well as meeting the demand for academic staff. Although this need is certainly there and

the highly pronounced in sector, the private new provisions bar an academic staff of a public institution or a government employee to be jointly appointed in a private institution (Article 34.5). The kind of staff that would be allowed for joint appointment is also restricted to those with Masters degree and above and to professionals with high degree of relevant expertise industry, business, research establishments and other organizations (Article Notwithstanding 34.1). unnecessary restrictions laid, the requirements proclamation are untenable especially i n s o m e specialization areas and regions where the lack of manpower is highly observable.

Admission Requirement **Adult Learners**

In the 2003 proclamation the admission requirement for adult learners was clearly laid out for the first time and the mandate was given to individual institutions design their own admission criteria: 'special admission be issued procedures. to pursuant to the regulations of the institution, may be set for adults and experienced students'. The n e w proclamation reserves this right only public to



institutions putting restriction on their private Private counter parts. institutions are allowed to apply such rules if and only when the Ministry wishes to extend the provision to the sector (Article 39.5). Such double standard can only be explained by the distrust towards the sector than by anything else.

The Way Forward

the will of the state in the to exist still after the second of governance education institutions. the Ethiopia, Education Proclamation 2003 set the first practice in the history of the country in legalizing and setting the overall ground for the direction of the sector. The issuance in 2009 of the second proclamation must have created the hope of further strengthening what was set in the earlier proclamation. As indicated above. the new proclamation meaningfully addressed some major areas that require the legal ground for further action and implementation. Although

there are areas of improvement to which will respond to current engagement. practices, the new regulation cannot be said to have provided the expected results in every respect. A case in point is the lack of provisions that would allow the private sector to further strengthen its current Although Ethiopia position. may not afford to issue new proclamations now and then, mechanisms should be sought Legislations usually embody to address the gaps that seem higher proclamation has been issued.

> In Another critical consideration Higher to be made is how much what of has been stipulated in the proclamation is implemented by pertinent authorities and individual institutions. sector does not seem to have a successful experience in this regard. As noted by Teshome (2006) a significant percentage Higher Education academic of people at institutions (including those at Teshome higher level) are sometimes unaware of the contents and/or existence of Equally proclamations. important is how government authorities have been able to enforce the provisions that are supposed

guide the sectoral For instance, trends and gaps on earlier although, as stipulated in the new proclamation, the block grant system was supposed to be introduced in public HEIs as of Sept 2010, no such implementation is in place yet. The same thing applies to the governance system at public institutions which in most cases still continue to follow their earlier systems and structures. The way forward thus demands not encapsulating onlv requirements and needs in the form of newly published bills but in ensuring that we attest to what has already been set to be done at a national level.

The Bibliography

Higher Education Proclamation No. 351/2003.

Proclamation No. 650/2009.

Yizengaw. (2006).Creating for Space Higher **Education** in Ethiopia. Addis Ababa: St. Mary's University College



A man who has never gone to school may steal from a freight car, but if he has a university education he may steal the whole railroad.

Attributed to Franklin D. Roosevelt (1882 - 1945)