

Ethiopian Higher Education, Leadership, Management, and Governance

Higher Education Leaders Capacity Building Workshop

August 18-19, 2022 (All times Ethiopian local / EST + 7)

Hilton Hotel, Addis Ababa, Ethiopia

Ethiopia-Based Partners:

Ministry of Education (MOE)

Ohio State Global One Health, LLC (GoH)

U.S . Embassy Ethiopia

U.S. Higher Education Partners:

Texas Tech University

Oklahoma State University

The Ohio State University



Workshop Goals

- *Understand Global Trends in Higher Education Leadership*
- *Articulate professional development priorities of the leaders of Ethiopian higher education institutions*
- *Define and prioritize professional development needs and challenges of participants*
- *Outline comparative perspectives of US and Ethiopian higher education systems*
- *Change management (Global approaches to accelerate impact)*
- *Academic freedom and agility in Ethiopian higher education system / curricula*
- *Prepare for in-country training and US visiting fellowship training*

Day 1:

August 18, 2022

Assessment of Leadership, Management, and Governance in Higher Education in Ethiopia

- 9:00am – 9:30am: Opening remarks
Logistics (Desalegne Degefaw)
Welcome and introductions (Sukant Misra)
Ambassador or Deputy Chief of Mission, U.S. Embassy Ethiopia
Kayse Shrum, President, Oklahoma State University (pre-recorded)
Gil Latz, Vice Provost, The Ohio State University (pre-recorded)
H.E. Dr. Samuel Kifle, State Minister, Ministry of Education
- 9:30am – 10:00am: Current leadership gaps in Ethiopian higher education system (MOE – Solomon Abrha)
- 10:00am – 10:30am: Experiences of being a President in Ethiopian Public Higher Education (D. Degefaw)
- 10:30pm – 10:45am: Stretch time / social-distanced network / refreshment
- 10:45pm – 11:00am: Change management global principles (W. Gebreyes)
- 11:00pm – 12:00pm: Breakout Session (Moderator: D. Degefaw)



What are the challenges and opportunities of Ethiopian higher education leadership to lead, manage, and govern?

- 12:00pm – 12:30pm: Breakout facilitators report back and discussion (Ebba Waktola)
- 12:30pm – 1:30pm: Lunch and networking
- 1:30pm – 1:45pm: Logistics (Desalegne Degefaw)
- 1:45pm – 2:15pm: Questions to Consider for Ethiopia's Academic Future. (Dan Whitman)
- 2:15pm – 2:45pm: Leading an internationalized campus, President's Perspective (Lawrence Schovanec, TTU President)
- 2:45pm – 3:00pm: Stretch time/ social-distanced network/ refreshment
- 3:00pm – 3:45pm: Characteristics of a comprehensively internationalized university (Sukant Misra)
- 3:45pm – 4:45pm: Breakout Session (Moderator: R. Kluver)

What are the challenges and opportunities of Ethiopian higher education leadership to internationalize the campuses?

- 4:45pm – 5:15pm: Breakout facilitators report back and discussion (W. Gebreyes)
- 5:15pm – 6:00pm: Housekeeping reminders and Opening Reception (Desalegne Degefaw/Abinet Kebede)

Day 2:

August 19, 2022

Strategic planning process and implementation and resource planning / mobilization in Higher Education - Comparative perspectives of Ethiopia and U.S.

- 9:00am – 9:30am: MOE in Strategic Planning process and implementation (H.E. Samuel Kifle)
- 9:30am – 10:00am: Strategic Planning in HEIs (S. Misra)
- 10:00am – 10:30am: Strategic Planning Assessment and Using Global Benchmarking Appropriately (R.Kluver)
- 10:30pm – 11:30pm: Breakout Session (Moderator: Sukant Misra, 3 groups)

What are the challenges and opportunities of Ethiopian higher education leadership to develop strategic plans and assessment protocols?

- 11:30pm – 12:00pm: Breakout facilitators report back and discussion
- 12:00pm – 1:00pm: Lunch and networking
- 1:00pm – 1:15pm: Logistics (Desalegne Degefaw)
- 1:15pm – 1:45pm: Effective partnerships between Ethiopian and U.S. higher education institutions
(W. Gebreyes / R. Kluver)
- 1:45pm – 2:45pm: Breakout Discussion: Moderator - Solomon Abrha



What are the challenges and opportunities of Ethiopian higher education leadership to develop academic partnerships with US institutions of higher education?

- 2:45pm – 3:00pm: Breakout facilitators report back and discussion
- 3:00pm – 3:15pm: Stretch time / break
- 3:15pm – 3:45pm: Comparative context - What are the aspects of the U.S. system in Ethiopian context (W. Gebreyes)
- 3:45pm – 4:15pm: The future of higher education in Ethiopia (TBD)
- 4:15pm – 4:45pm: Overview of U.S. on-campus institutes, timeline and tentative agenda
Texas Tech University Institutional overview (R. Ribordy)
Oklahoma State University Institutional overview (R. Kluver)
The Ohio State University Institutional overview (K. Gallagher)
- 4:45pm – 5:00pm: Pre-departure Orientation
Fellowship provisions (D. Johnston and E. Mandefro)
Visa information and rules / regulations
International travel arrangements (flight info, baggage fees, customs & immigrations, etc.)
Housing / meals
Health insurance (set expectations for medical visits in the US and immunization protocol)
Program fees (clarification of which specific expenses are and are not covered by the program)
- 5:00pm – 5:15pm: Stretch time / break
- 5:15pm – 5:45pm: Wrap-up and next steps
Individual and group assignments and expectations (Desalegne M. / Abinet Kebede)
- 5:45pm – 6:00pm: Closing Remarks
MOE State Minister Samuel Kifle
Ruth Anne Stevens-Klitz (US Embassy Ethiopia)
- 6:00pm – 8:00pm: Dinner at Hilton (US Embassy)





Dr. Solomon Arbrha

Dr. Solomon Arbrha is Governance and infrastructure Chief Executive Officer (CEO) at the Ethiopian Ministry of Education. Dr. Solomon has substantial leadership experiences in Ethiopian higher education, namely he oversees Ethiopian higher education institutions' governance, leadership, administration, and infrastructure. Before his current CEO leadership position, Dr. Solomon served as Director General for Administration and Infrastructure Affairs at the Ministry of Education; Director General for Administration and Infrastructure affairs ; Director General for Institutional linkage and Community Services; Vice President for Administration at the University of Gondar, Dean for College of Social Sciences at the University of Gondar; Dean of Students at the University of Gondar and an Assistant Professor of Sociology and Social work at University of Gondar. Dr. Solomon has 19 years of teaching, research and leadership experiences in higher education settings and has published scientific papers in peer-reviewed journals. Educational backgrounds of Dr. Solomon include PhD in Social work, MBA and Master of Social work and BA in Sociology and Social Administration.



Desalegne Degefaw (DVM, MVSc)

Deputy Director – Admin
Ohio State Global One Health, LLC
Office of International Affairs
The Ohio State University
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Dr. Degefaw is currently the Deputy Country Director and Admin Director for Ohio State Global One Health, LLC. Dr. Degefaw is currently leading the implementation of a food safety project in Ethiopia and is also involved in the implementation of various projects and programs at the Global One Health initiative. He previously served the University of Gondar as President from December 2015 to March 2019. The University of Gondar is one of the first generation Research Universities in Ethiopia. He also served as the Chair of the Consortium of Public Universities in Amhara Region. He was a Fulbright Scholar at The Ohio State University in 2013/14 and served as Global Dialogue Fellow for the Association of Global Educators (NAFSA) from 2015-2017. Dr. Degefaw has extensive experience in the Ethiopian higher education system, education leadership, governance and management. During his tenure as president at the University of Gondar, the university received several awards and recognitions from various institutions.



Kayleigh Gallagher

GOHi Project Manager
Office of International Affairs
The Ohio State University

Kayleigh Gallagher is a Project Manager with Ohio State's Global One Health initiative (GOHi). She has experience in capacity building, program development and has worked closely with international and immigrant communities in Central Ohio. Before joining GOHi, she served immigrant and refugee families during their resettlement period, managed academic enrichment programs for immigrant and refugee youth and provided extensive support to the 2016 Mandela Washington Fellowship program hosted by OSU's Center for African Studies. She also worked with GOHi previously as an Executive Assistant and Coordinator.





Wondwossen A. Gebreyes, DVM, PhD, Diplomate ACVPM

Hazel C. Youngberg Distinguished Professor

Executive Director, Global One Health initiative, Office of International Affairs

President, Ohio Global One Health, LLC (NGO Affiliated entity)

Member, National Academy of Medicine (NAM)

gebreyes.1@osu.edu

Dr. Gebreyes is a Hazel C. Youngberg Distinguished Professor and Executive Director of the Global One Health initiative (GOHi) at The Ohio State University. He was elected to the National Academy of Medicine (NAM). He recently completed a one-year higher education leadership fellowship as part of the renowned American Council on Education (ACE). During his fellowship at the Office of President, Michigan State University, he actively participated in the MSU 2030 strategic plan implementation steering committee. Dr. Gebreyes has been actively engaged in innovative financing for university capital investment. He was also engaged in crises management, serving on the COVID-19 executive committee, and broader change management activities including innovative university/industry partnership. Dr. Gebreyes was inducted as inaugural member of the National Academy of International Education and serves as its Vice Chair. He has led programs funded through the NIH, CDC, USAID, Gates Foundation, CDC Foundation, and RESOLVE to Save Lives. He serves in national and international advisory capacities for various governments and entities including Brazil CAPES, Ethiopian Ministry of Science and Higher Education and on review panels in Austria, Poland, and Qatar among others.

Dr. Gebreyes co-founded the International Congress on Pathogens at the Human Animal Interface (ICOPHAI) in 2011 anticipating the need for knowledge-sharing against future pandemics and currently serves as Chairperson. He is a recipient of the APLU Michael P. Malone International Leadership Award; NIH Gold Medallion; Universitas 21 Best Internationalization Model; NC State University Distinguished Alum; Andrew Heiskell Award (honorable mention) by the Institute of International Education (IIE).



Ambassador Tracey Ann Jacobson

Ambassador Tracey Ann Jacobson, a career member of the Senior Foreign Service, Class of Career Minister, arrived in Addis Ababa on February 25th, 2022 to begin her assignment as Chargé d'Affaires at the U.S. Embassy in Ethiopia. She previously served as Ambassador to Kosovo, Tajikistan, and Turkmenistan. Ambassador Jacobson's earlier overseas assignments include Seoul, Moscow, Nassau, and Riga. Her domestic assignments include serving as

Principal Deputy Assistant Secretary of State for International Organization Affairs, Deputy Director of the State Department's Foreign Service Institute, and Deputy Executive Secretary of the National Security Council at the White House. Ambassador Jacobson is joined in Ethiopia by her husband, David Baugh, a retired member of the British Diplomatic Service.



Doug Johnston

Doug Johnston currently serves as the Cultural Affairs Officer at U.S. Embassy Addis Ababa.

Prior to arrival in Ethiopia, he was the Public Affairs Officer at U.S. Embassy Lilongwe. He

joined the Foreign Service in 2006 and has served in India, Russia, Benin, Tajikistan, and

Malawi, in addition to a Washington tour in AF. Doug speaks French, Russian, and Norwegian.

Doug is married to Ana Johnston and has one son. He received his BS in Russian and Linguistics from the University Bergen, Norway, and he hails originally from Massachusetts.





H.E. Dr. Samuel Kifle

H.E. Dr. Samuel Kifle is a State Minister at the Ethiopian Ministry of Education since 2016. Dr. Samuel has substantial leadership experiences in higher education at different capacities before assuming his current position. Before his current state minister leadership position, Dr. Samuel served as Director General for Administration at the Ministry of Education, Vice president at Jimma University and an assistant professor of accounting and finance at Jimma University and in many other positions at Jimma University.

Dr. Samuel has 20 years of teaching, research, and leadership experiences in higher education. Educational backgrounds of Dr. Samuel include PhD in commerce and management; MSc in Accounting and Finance and BA in Accounting.



Dr. Randy Kluver

Dr. Randy Kluver is the senior international officer for Oklahoma State University, where he works to develop, implement, and coordinate global educational partnerships and manage the university's global strategy. Dr. Kluver has extensive international experience, having previously taught at Texas A&M University, Jiangxi Normal University (China), National University of Singapore, and Nanyang Technological University in Singapore. In 2017, he was a visiting fellow in the Department of Media and Communication at the University of Canterbury (New Zealand), and in 2012, was the recipient of a Fulbright Administrator's Award in South Korea. At Oklahoma State University, Dr. Kluver has taken the lead in developing a university-wide strategy of engagement with developing and utilizing metrics to assess local and global impact. His efforts have led to Oklahoma State's recent recognition as #4 in the US, and #63 globally in its contribution to the UN Sustainable Development Goals. He has also worked extensively with the university to better utilize additional metrics of success, including research productivity and outcomes.

He has published widely in the fields of new media, Asian politics, the Internet in Asian societies, public diplomacy and international communication. He has been Principal Investigator or co-PI on over US\$10 million in grants and sponsored research. Dr. Kluver received his BA from the University of Oklahoma, a Master of Arts from California State University Los Angeles, and his PhD from the Annenberg School for Communication at the University of Southern California.



Gil Latz, PhD

Vice Provost for Global Strategies and International Affairs
Professor of Geography
Office of International Affairs
The Ohio State University

Gil Latz is vice provost for global strategies and international affairs, professor of geography, and adjunct professor, East Asian Studies Center, The Ohio State University. This appointment includes serving as President, *Ohio State University Global Gateway Network* overseeing offices in Shanghai, Mumbai and Sao Paulo.

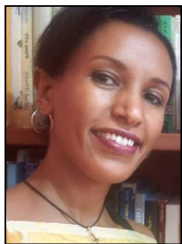
Latz is broadly interested in the internationalization of higher education in the United States and Asia. His research career has focused on comparative study of regional development and resource management policy



Latz Continued: in East Asia, North America and Europe. He currently researches the role played by philanthropy and civic leadership in Japan's modernization process.

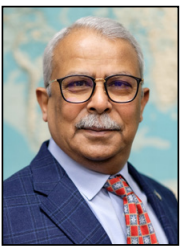
Latz holds a BA (1974) from Occidental College, majoring in Religious Studies and English Literature. He earned graduate degrees (MA (1978); PhD (1985) in geography from the University of Chicago. He was a graduate research student at the University of Tokyo as part of his dissertation field work on 20th century agricultural development policy (1980-84). In 2001-02, he was a Fulbright research affiliated scholar at the University of Florence studying the conservation of cultural landscapes.

Latz's national leadership includes service as: president, *Association of International Education Administrators* (2015-2017); senior associate for internationalization, *American Council on Education* (2016-); and advisory board member, *US-Japan Higher Education Engagement Study* (2019-21).



Eyerusalem Mandefro

Eyerusalem Mandefro (Ms.) is the Professional Exchanges Coordinator (PEC) at the U.S. Embassy Public Affairs Section. As PEC, she manages and coordinates number of U.S. government sponsored educational exchange programs. Eyerusalem joined the U.S. Embassy in 2008 and served at different capacities. She has Masters degree in Educational Leadership and Management from Addis Ababa University and first degree in Management.



Sukant Misra

Dr. Sukant Misra is a professor in the Agricultural & Applied Economics department. He was the Associate Vice Provost and then the Vice Provost for International Affairs at Texas Tech University from 2014 to 2022, with responsibilities to provide oversight of international education, research, and outreach functions of the University. Before that, he served as the Associate Dean for Research for the College of Agricultural Sciences and Natural Resources (CASNR) from 2002 to 2014. He has served the College and Texas Tech University in various faculty and administrative capacities since his initial employment in 1993. Beyond his service to the college and university, he has served in several local, state, regional, and national positions with professional organizations involved in the advancement of the agricultural and natural resource industries.

He received his Bachelor and Master's degrees in Analytical and Applied Economics from Utkal University, India, in 1979 and 1981, respectively. He obtained a second Master of Science degree in 1986 and his doctorate in Agricultural Economics in 1989, both from Mississippi State University.

Misra has experience in managing and coordinating many large, faculty-driven, research programs and international initiatives and has many contacts at international institutions, including leading universities in Brazil, China, Costa Rica, Czech Republic, Ethiopia, India, Mexico, Romania, Tajikistan, and Turkey. Misra has visited over 25 countries and has worked closely with faculty and administration of many international institutions.





Reagan Ribordy

Director of International Programs
Office of International Affairs

Reagan Ribordy is the Senior Director of International Programs in the Office of International Affairs at Texas Tech University. In this role, she oversees the International Grants Administration and Partnerships division. This division was created to facilitate the development of multi-investigator, multi-disciplinary international research and development programs at Texas Tech University. The Grants Administration unit works with faculty to identify and disseminate international research and development grant opportunities, and to help develop and submit large, multi-disciplinary proposals to funding agencies. Additionally, this division facilitates the development of all agreements with international partners for Texas Tech University. As Senior Director of International Programs, Ms. Ribordy is responsible for strategic planning and oversight of personnel administration for the Office of International Affairs. In 2021, Ms. Ribordy was a recipient of the Top Techsan Award through the Texas Tech Alumni Association and a recipient of the Phenomenal Women of Texas Tech University through the Office of Diversity, Equity and Inclusion.



Dr. Lawrence Schovanec

Dr. Lawrence Schovanec is the 17th president of Texas Tech University. Prior to his appointment he served as the university provost since December 2013 and was interim president from July 2012 through March 2013. He also served as the dean of the College of Arts & Sciences, and chair of the Department of Mathematics & Statistics.

Dr. Schovanec earned his doctorate in mathematics from Indiana University, his master's degree from Texas A&M University and a Bachelor of Science degree from Phillips University. Other than two appointments as a visiting professor at Texas A&M and a research fellow at the U.S. Air Force Astronautics Laboratory, Schovanec has spent his entire career at Texas Tech University. He has published primarily in the areas of biomechanical and physiological control systems and solid mechanics. He has spoken extensively at international conferences and other professional venues. As an administrator he has been a strong advocate for educational and outreach activities in areas of science, technology, engineering and mathematics (STEM). In support of his research and STEM activities he has received more than \$3.2 million in external funding, primarily from the National Science Foundation.

Dr. Schovanec has received the President's Excellence in Teaching Award and is a member of the Texas Tech Teaching Academy. In 2011, he was a recipient of the Texas Tech University Inclusive Excellence Award given by the Division of Institutional Diversity, Equity, and Community Engagement.





Dr. Kayse Shrum

Dr. Kayse Shrum is a pioneering leader in higher education in her native state of Oklahoma. A pediatric physician by trade, she was selected as the 19th president of the Oklahoma State University system and took office on July 1, 2021. She is the first woman to lead a public research university in Oklahoma.

During her first year as president of the five-campus OSU system, Shrum launched key initiatives and partnerships, such as the Hamm Institute for American Energy at Oklahoma State University and the Oklahoma Aerospace Institute for Research and Education (OAIRE), which will elevate OSU's reach and impact in the energy and aerospace fields.

Before being selected to lead the OSU system, Dr. Shrum served as president of the OSU Center for Health Sciences (OSU-CHS), becoming the youngest and first female president and dean of a medical school in Oklahoma. Under her leadership, student enrollment more than doubled as new academic programs were established to meet the state's health care workforce needs. A strong supporter of collaborative partnerships, Dr. Shrum worked with the Cherokee Nation to establish the nation's first tribally affiliated medical school — the OSU College of Osteopathic Medicine at the Cherokee Nation. She also helped secure a landmark investment from Purdue Pharma in the amount of \$197.5 million to create the National Center for Wellness and Recovery to address the opioid epidemic.

Dr. Shrum and her husband, Darren, are the parents of six children, including three boys they adopted from Ethiopia.



Ruth Ann Stevens-Klitz

Ruth Anne Stevens-Klitz currently serves as the Counselor for Public Affairs at U.S. Embassy Addis Ababa. Prior to arrival in Ethiopia, she was the Strategic Communications Coordinator for the Bureau of African Affairs. She joined the Foreign Service in 2000 and has served in Armenia, Israel, Germany, Morocco, and Egypt, in addition to Washington tours in the Bureau of European and Eurasian Affairs. Ruth Anne speaks French, German, Arabic, and basic Russian.

Her professional passions are leadership, intercommunity dialogue, and strategic communications.

Ruth Anne is married to Tim Klitz, a former OMS and full-time dad, and has three children. She received her BSFS in Regional and Comparative Studies from Georgetown University's School of Foreign Service and her MA in Strategic Studies from the U.S. Army War College in Carlisle, PA. She is originally from Cleveland, Ohio.





Dan Whitman

As Foreign Service Officer, Dan Whitman was posted in Denmark, Spain, South Africa, Haiti, Cameroon. He briefly served in Ghana, Guinea, and Nigeria, South Sudan, Mauritius, Gambia, Equatorial Guinea, and Congo-Brazzaville.

He taught Foreign Policy and other courses at American University 2009-2020, and currently is at George Washington University. He is Senior Fellow, Foreign Policy Research Institute.

Whitman began his public diplomacy work in 1969, when he was the assigned French interpreter for an African visitor under the International Visitors Program of the U.S. Information Agency. Since then he accompanied African and French visitors in the IV program for a thirteen year period, then planned programs for IVs at Delphi Research Associates. He was a Fulbright scholar in 1980-81 in Brazzaville, after earning his PhD at Brown University in 1979.

Whitman is author *A Haiti Chronicle*, documenting the three Haitian elections of 2000. His oral history of educational and cultural exchanges between apartheid South Africa and the United States was published in 2014 by the SUNY Press.



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