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**AMHARA REGION STATE UNIVERSITY**

**Amhara Region State University**

## **Institutional Profile**

**March 2026**

**Bahir Dar, Ethiopia**

**Inspiring Excellence!**

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## 1. Executive Summary

- **Institution Name:** Amhara Region State University (ARSU).
- **Location:** Bahir Dar, Amhara National Regional State, Ethiopia.
- **Establishment:** 1996 (Institutional Foundation); Elevated to State University in 2025.
- **Legal Basis:** Regional Proclamation No. 300/2025 and Regulation No. 226/2025.
- **Motto:** Inspiring Excellence.
- **Website:** <https://arsu.edu.et/>.

Amhara Region State University (ARSU) is a public state university established to serve as a center of excellence in leadership development, governance innovation, applied research, and institutional capacity building in the Amhara National Regional State and Ethiopia at large. Strategically located in Bahir Dar, the University responds to the governance, socio-economic, and human capital development needs of a region serving over 25 million citizens while progressively expanding its national and international engagement.

Originally established in 1996 as a regional institution dedicated to management and leadership development, ARSU evolved through successive institutional mandates, including its transformation into the Amhara National Regional State Leadership Academy and later Management Institute. Its formal elevation to state university status in 2025 represents a major institutional transformation from a specialized training institute into a multidisciplinary higher education institution with expanded academic, research, and development responsibilities.

The University operates through five integrated institutional pillars:

1. Graduate Education and Academic Excellence.
2. Problem-Solving and Policy-Oriented Research.
3. Professional Training and Consultancy Services.
4. Facility Provision and Institutional Capacity Support.
5. Development Project Design and Implementation.

ARSU delivers specialized Master's and Doctoral programs in Public Policy and Leadership, Political Economy, Project Management, Peace and Development, and related disciplines critical

to public sector modernization and governance reform. These programs are designed to address leadership capacity gaps, strengthen institutional performance, and promote sustainable development outcomes.

Building on a legacy of training more than 121,000 leaders and professionals and graduating approximately 800 Master's and PhD candidates since 2018, ARSU has established itself as a trusted regional hub for executive education, applied research, and evidence-based consultancy services. The University has also completed 40 research projects and delivered consultancy support to multiple public institutions, strengthening the link between scientific research and policy implementation.

ARSU is currently undertaking comprehensive institutional restructuring aimed at aligning governance systems, academic programs, and financial management practices with national and international higher education standards. The University is governed by a Board and led by a President, supported by Vice Presidents overseeing Academic and Research Affairs, Training and Consultancy Services, and Administration and Development.

Operating from an expansive 24.8-hectare green campus in Bahir Dar, ARSU is powered by a multidisciplinary workforce dedicated to the highest standards of professional excellence and efficiency. The University's institutional culture is rooted in the core values of efficiency, professional excellence, competitiveness, fairness, institutional autonomy, partnership, and participation.

As a newly elevated state university with a strong institutional legacy, ARSU is strategically positioned to collaborate with federal and regional government institutions, development partners, research organizations, and donors. Through the integration of academic excellence, applied research, and high-impact professional training, the University serves as a catalyst for regional transformation and a national platform for leadership and governance excellence.

## **2. Historical Background & Evolution**

Amhara Region State University (ARSU) traces its foundational roots to the 1996. From its inception, the institution played a pivotal role in regional governance by providing high-level training centered on national policies and development strategies. These programs were

specifically designed to equip senior leadership with the critical insights necessary to implement systemic reforms and drive regional progress.

It was during Proclamation No. 137/2005 that it began to provide services beyond its mission of training, focusing on research and consulting. Then, with the enactment of Proclamation No. 221/2021, the Leadership Academy was established and entrusted with a strategic mandate: to serve as a catalyst for national progress. The Academy was tasked with cultivating high-caliber leadership through the use of rigorous, scientific insights in education, training, and research. By prioritizing analytical observation and organizational excellence, it became a cornerstone for realizing the region's long-term vision.

Then, in 2021, the institution was formally renamed the ANRS Management Institute under Proclamation No. 280/2021. While the name was updated, the Institute maintained the core mandate and strategic objectives originally established by Proclamation No. 221/2014, ensuring a seamless continuation of its leadership and training services.

Finally, the institution's journey reached its definitive height in 2025 with the enactment of Proclamation No. 300/2025 and Regulation No. 226/2025. This landmark legislation formally elevated the entity to Amhara Region State University (ARSU), marking its historic transition into a comprehensive higher education institution. This milestone not only expanded its academic scope but also solidified its status as a regional center for human resource development and institutional excellence.

Amhara Region State University (ARSU) is currently in a transformative phase, undergoing a comprehensive organizational restructuring to align with its expanded mandate as a state institution. To ensure this evolution meets international academic and administrative benchmarks, the University has engaged a specialized consultancy firm to design a modern governance framework. This strategic initiative focuses on optimizing institutional efficiency, streamlining leadership hierarchies, and enhancing service delivery across all academic and research sectors.

While this new structural framework is being finalized, ARSU continues to operate under a vigorous organizational structure inherited from its successful tenure as the Amhara Management Institute. At the highest level, the institution is governed by a Board, which provides the strategic policy direction necessary to fulfill the university's regional mandate. Executive leadership is spearheaded by the University President, supported by specialized Vice

Presidents who manage the institution's core functional pillars: Academic and Training, Research and Development, and Administration and Development. To ensure seamless coordination, the President's Office is augmented by a Head of Office, a Senior Advisor, and a Public Relations unit, all working in concert to manage the university's internal and external engagements.

Operationally, the university's departments are managed through twelve specialized directorates. These units serve as the engine of the institution, translating strategic goals into day-to-day services and regional impact. This structure is supported by a dedicated workforce of 182 personnel, characterized by a blend of permanent and contractual expertise. The permanent staff comprises 165 employees (106 men and 59 women), complemented by 17 contractual professionals (13 men and 4 women). Together, this diverse team provides the intellectual and administrative foundation required for ARSU to deliver high-quality education, problem-solving research, training & consultancy, and administrative services to the Amhara Region.

### **3. Vision, Mission, and Core Values**

#### **Vision**

To become a national center of excellence in leadership development and institutional building by 2035

#### **Mission**

To contribute to sustainable development and democratic governance at regional and national levels by producing competent leaders and professionals through quality education, research, training, and consultancy services.

#### **Core Values**

- 1/ Efficiency and effectiveness
- 2/ Competitiveness
- 3/ Professional excellence
- 4/ Fairness and integrity
- 5/ Institutional Autonomy

6/ Partnership

7/ Participation

### **Motto**

Inspiring Excellence

### **4. Duties and Responsibilities of the University**

In accordance with Proclamation No. 300/2025 and Regulation No. 226/2025, the University is charged with the following duties and responsibilities:

1. It shall provide short-term training courses, especially focused on technical knowledge, to develop the competence and quality of leaders and professionals of government, private and non-governmental institutions based on the training system;
2. It shall design and conduct short- and medium-term training courses that will help to develop and enhance the management skills of leaders and professionals in collaboration with the regional civil service and human resource development bureau in the context of government institutions;
3. It shall provide training and consulting services focused on leadership philosophy and ethical development and knowledge based on requests from government agencies or institutions, development organizations and the private sector;
4. It shall produce specially qualified successor leaders who can fulfill the new missions of the region in the future, in consultation with the regional government;
5. Serves as a center of excellence for leadership development and institution building;
6. Conducts research and studies that address the economic and social problems of the community; focuses on human resource development and good governance; publishes the results in its own journal or publishes in other publishing agencies and carries out various consultancy activities;
7. Serves as a center for institution building by implementing the philosophy of sectoral reform;
8. The University shall deliver long-term academic programs specifically engineered to produce a market-ready workforce by identifying critical skill gaps through rigorous, evidence-based research and programs based on the needs of the regional government;

9. Conducts research and development activities that help improve its own training and education delivery from time to time and build the capacity of the regional government institutions;
10. Accepts trainees and students in accordance with the recruitment criteria set by the Senate, and closely monitors the training and education process;
11. It shall award certificates and diplomas or degrees to candidates who have completed the training and education programs it provides, in accordance with the Higher Education Proclamation and other relevant laws of the country;
12. It shall award recognition and awards or honorary degrees to individuals who have achieved high results in their professional fields or who have made exemplary contributions to the development of the local community and overall progress;
13. It shall design and implement an evaluation and assessment system for the training and education provided from time to time;
14. It shall establish various academic, training, and research departments under it, organize library and laboratory services and other similar departments, and ensure that the necessary resources are provided for them;
15. Closely monitor the performance of trainees and students upon completion of the training and education provided to them and upon their return to their workplaces, conduct a study on the effectiveness of the education and training, report the findings to the relevant body, and based on this, devise better operating strategies;
16. Organize and conduct various workshops, conferences, seminars, and educational seminars, and participate in such forums when invited;
17. Issue professional licenses for management qualification certification to eligible practitioners.
18. Facilitate the conditions for earning income from training, research, and consulting, education, project design, facility services, and other activities, and charge reasonable prices for the services provided as necessary.
19. May establish various income-generating enterprises;
20. It establishes working relations with similar and Closer institutions, both domestic and foreign; provides training and education in cooperation with these entities; may also exchange experiences on research and other related activities;

21. It organizes and manages various institutes and colleges;
22. It owns property, enters into contracts, sues and is sued in its name;
23. It carries out other related activities that help achieve its objectives.

## **5. Institutional Context and Key Achievements**

Building on the foundation of its predecessor, the former Amhara Management Institute (AMI), Amhara Region State University (ARSU) has consistently served as a vital engine for regional development through the integrated delivery of education, training, research, and consultancy services. The institution's legacy is defined by extraordinary milestones, most notably the successful training of over 121,000 leaders and professionals since data collection began in 2000, a feat that has fundamentally strengthened the administrative capacity of the Amhara Region. In addition to professional development, the university has made significant strides in academic advancement, graduating approximately 800 students from specialized Master's and PhD programs since 2018. The institution's commitment to evidence-based governance is further evidenced by its completion of 40 research projects, the hosting of 17 high-level research forums and symposia, and the provision of essential consulting services to public and private institutions. These achievements underscore ARSU's enduring dedication to supporting the people and government through professional excellence and institutional innovation.

While the institution made significant contributions to regional capacity building, several factors necessitated an upgrade. The Amhara Region State University (ARSU) was founded to serve the diverse training, research, and educational needs of a region with over 25 million people. Its mission is particularly vital given the region's instability, which has severely disrupted key government services and governance. Beyond traditional academia, ARSU is meant to be an anchor for stability and a driver of sustainable development, contributing to the region's recovery through programs tailored to its unique social, economic, and governance challenges.

## **6. Governance & Leadership**

### ***6.1. Legal Basis of Governance***

ARSU's governance and leadership structure are mandated by a multi-layered legal framework that ensures institutional autonomy, academic freedom, and public accountability:

### 6.1.1. Legal and Regulatory Frameworks

The university operates under a tiered legal structure that guarantees institutional autonomy and adherence to national standards:

- Proclamation No. 300/2025: The foundational regional legislation that elevated the institution to a State University, establishing its legal personality and mandate as a multidisciplinary hub for the Amhara region.
- Regulation No. 226/2025: Defines the university's internal organizational structure, delegating specific powers and duties to the Governing Board and the University Senate.
- Higher Education Proclamation No. 1152/2019 (Federal): Ensures ARSU's academic and governance standards are aligned with national requirements for compatibility, quality assurance, and international accreditation.
- ARSU Senate Legislation: The primary internal regulatory document governing academic programs, faculty affairs, and student requirements.
- Research and Publication Policy: A strategic framework designed to bridge the gap between scientific inquiry and policy implementation. It prioritizes problem-solving research that addresses regional and national development challenges, ensuring that academic outputs are disseminated through high-level forums, symposia, and peer-reviewed publications to influence governance and socio-economic growth.

### 6.1.2. Fiduciary and Operational Accountability

To ensure the integrity of donor-funded projects and institutional resources, ARSU utilizes a robust financial and administrative control system:

- Digital Financial Management Systems: A modernized, automated accounting platform that ensures real-time tracking of expenditures and financial transparency.
- Segregation of Duties & Authorization Limits: A rigorous internal control framework that separates the authorization, execution, recording, and review of transactions to eliminate the risk of fraud or conflict of interest.
- Procurement Manual: A standardized guide rooted in the principles of "Open Competition" and "Value for Money," ensuring transparent vendor selection.

- **Asset Management & Disposal Policy:** Provides a systematic lifecycle for all university property, from acquisition and maintenance to ethical disposal.
- **Internal & External Audit Protocols:** Mandates regular, independent reviews of financial health to maintain institutional credibility.

#### 6.1.3. Strategic Management and Quality Assurance

ARSU is committed to evidence-based growth and measurable impact:

- **ARSU Strategic Plan (2025–2030):** The institutional roadmap aligning university goals with regional development priorities.
- **Monitoring & Evaluation (M&E) Framework:** A results-based system used to track project performance, impact indicators, and institutional KPIs.
- **Quality Assurance Standard:** A dedicated framework for continuous improvement in teaching, research, and consultancy services.
- **Human Resource Guideline:** Standardizes recruitment, performance management, and staff development to ensure a merit-based administrative culture.

#### 6.1.4. Ethical and Social Safeguarding

The university maintains strict compliance with international social standards to protect its community and partners:

- **Child Protection & Safeguarding Policy:** A comprehensive "zero-tolerance" framework designed to protect vulnerable populations within university-led projects and community engagements.
- **Gender & Social Inclusion (GESI) Policy:** Explicitly promotes equity, ensuring that women and marginalized groups have equal access to university opportunities, leadership roles, and research grants.

### ***6.2. Governing Bodies and Mandates***

In accordance with the aforementioned legal frameworks, leadership is distributed across three key pillars:

- **The Governing Board:** The supreme decision-making body responsible for strategic oversight, approving internal legislations, and ensuring the university fulfills its regional mission.
- **The University Senate:** Holds supreme authority over academic matters, including curriculum approval, academic promotions, and the setting of research priorities.

- Executive Leadership: Comprising the President and Vice Presidents, tasked with the day-to-day administrative, financial, and academic management of the institution.

## **7. Academic Profile & Programs**

The academic governance of Amhara Region State University is characterized by a structured hierarchy under the Office of the Vice President for Academic and Training Affairs, where specialized academic units are administered by Dean, Vice Dean, and department heads responsible for curriculum integrity and faculty excellence. The University's graduate portfolio is specifically engineered to address the region's strategic needs, offering Doctoral programs in Public Policy and Leadership, Peace and Security, and Political Economy and Governance as well as Master's programs in critical disciplines such as Public Policy and Leadership, Political Economy, Project Management, and Peace and Development, Law and Economics, and currently in Urban Governance and Leadership.

These long-term academic tracks are complemented by a professional development wing that delivers specialized short-term training for regional Leaders and civil servants, focusing on immediate public sector reform and administrative efficiency. To ensure the highest caliber of human capital, the University maintains rigorous admission standards aligned with the Ministry of Education; candidates are selected based on a combination of academic excellence, professional experience, and an assessment of their potential to contribute to the regions socio-economic and governance objectives.

## **8. Research and Community Engagement**

Amhara Region State University (ARSU) shall serve as the primary research and consultancy hub for the Amhara Region, bridging the gap between scientific inquiry and public policy. The institution has already established a foundation by completing 40 research projects and organizing 17 research forums, including six institutional-level and one regional-level symposium, to ensure that findings are accessible to the public and policy-making bodies. Under the new university framework, the research mandate shall expand to focus on critical thematic areas including, regional socio-economic development, strategic leadership, healthcare access, comprehensive administrative reform, and regional and national challenges.

To ensure institutional impact, the University shall prioritize high-level consultancy services for regional bureaus and implement strategic capacity-building initiatives. While acknowledging that

previous community service and publication outputs were in early stages, the University is now committed to a significant expansion of its scientific contributions. This includes the development of regional abstracts and the publication of peer-reviewed scientific reports. By integrating legal aid and social development initiatives into its core operations, ARSU shall ensure that its intellectual resources are directly translated into tangible benefits for the people of the Amhara Region.

## **9. Infrastructure and Facilities**

Amhara Region State University is anchored by a 24.8-hectare green campus in Bahir Dar, designed to provide a serene and intellectually stimulating environment conducive to high-level learning and research. The University's physical assets have been strategically developed to accommodate its dual mandate of academic excellence and professional training. The campus features a suite of modern lecture halls and classrooms, recently expanded to meet growing trainees and student enrollment, alongside high-capacity auditoriums—including Mini halls and a premier main hall capable of seating over 1,000 participants—suitable for regional symposia and international conferences.

To support the residential needs of both long-term students and short-term trainees, the University maintains comprehensive dormitory facilities with substantial housing capacity. This physical infrastructure is reinforced by a robust technological and support ecosystem, which includes digital libraries providing global research access, a dedicated health clinic, and a modernized IT infrastructure. The ongoing commitment to facility development ensures that ARSU provides a well-equipped, secure, and attractive "green campus" that fosters innovation and professional growth.

## **10. Financial Policy and Governance**

### ***10.1. Policy Statement***

Amhara Region State University (ARSU) is committed to the highest standards of financial integrity, transparency, and accountability. The university's financial management framework is designed to safeguard institutional assets, ensure the efficient allocation of resources, and maintain compliance with national regulations (Proclamation No. 300/2025) and international donor requirements.

## ***10.2. Guiding Principles***

Our financial operations are anchored in four core pillars:

- **Fiduciary Accountability:** Ensuring all funds—government-allocated or donor-provided—are used strictly for their intended **academic, training & consultancy**, and research purposes.
- **Transparency:** Maintaining clear "paper trails" and open reporting for all financial transactions to prevent fraud and mismanagement.
- **Value for Money:** Prioritizing cost-effectiveness in procurement and operational spending without compromising **quality services**.
- **Risk Management:** Implementing robust internal controls to mitigate financial risks and ensure institutional stability.

## ***10.3. Financial Governance Structure***

ARSU operates under a decentralized financial model that empowers individual **departments** and centers while maintaining centralized oversight:

- **The Governing Board:** Exercises ultimate authority over the university's budget and financial strategy.
- **The University President:** Accountable for the overall execution of financial policies.
- **Internal Audit Directorate:** An independent body that conducts periodic reviews to ensure compliance and identifies areas for systemic improvement.
- **Finance & procurement Directorate:** Responsible for day-to-day accounting, payroll, and financial reporting.

## ***10.4. Budgeting and Planning***

In accordance with Regulation No. 226/2025, ARSU employs a rigorous annual budgeting process:

- **Integrated Planning:** Budgets are directly linked to the University's Strategic Plan and Key Performance Indicators (KPIs).
- **Zero-Based Budgeting:** Units must justify all expenditures annually to ensure optimal resource distribution.

- Donor Compliance: Specialized procedures are in place to manage and report on donor-funded projects, ensuring adherence to specific grant conditions and international auditing standards.

### ***10.5. Key Procedural Areas***

Area	Standard Operating Procedure
Procurement	Adherence to "Open Competition" principles to ensure fair play and quality.
Asset Management	Systematic tracking and depreciation of all university property, plant, and equipment.
Revenue Handling	Centralized collection of tuition, consultancy fees, and research grants with immediate bank deposit protocols.
Reporting	Production of monthly, quarterly, and annual financial statements in alignment with Generally Accepted Accounting Principles (GAAP).

### ***10.6. Audit and Sanctions***

Compliance is mandatory. ARSU maintains a "zero-tolerance" policy toward financial misconduct. Regular internal and external audits are conducted, and any violations of the financial policy are subject to disciplinary measures, including legal referral where necessary, as outlined in the university's administrative statutes.

## **11. Human Resources & Faculty**

Amhara Region State University (ARSU) maintains a multidisciplinary workforce, comprising a balanced workforce of academic and administrative staff strategically positioned to execute the institution's mission. The University's human capital is characterized by high academic rigor, with a significant and growing number of faculty members holding Doctoral (PhD) and Master's degrees, alongside a dedicated core of Bachelor-level professionals who support the university's diverse operational sectors. This concentration of advanced qualifications ensures that the institution is capable of delivering high-level research, training & consultancy, and pedagogical excellence.

Beyond academic credentials, the University is defined by its commitment to service excellence. The faculty and staff possess noteworthy levels of institutional experience, with many having served as key advisors and trainers during the institution's tenure as the regional management institute. This professional maturity provides a stable foundation for the University's current expansion, ensuring that administrative processes are handled with precision and that students receive mentorship from seasoned practitioners. Continuous professional development remains a priority, as the University shall invest in the ongoing upskilling of its personnel to meet international academic standards and enhance regional service delivery.

## **12. Strategic Communications and Partnerships**

The University shall actively cultivate strategic partnerships with peer institutions and development actors. In this regard, the University has established formal collaborative frameworks with key national entities, including Addis Ababa Leadership Academy, Institute of Land Administration–Bahir Dar University, ANRS Justice and Law Institute, ANRS Environment & Forest Protection Authority, Ethiopian Civil Service University, the Somali Regional State Management and Public Service College, ARRFO, Amhara Police College, and others. These alliances are specifically designed to foster synergy in the delivery of education, professional training, specialized consultancy, and high-impact research.

Furthermore, ARSU recognizes that the complexity of modern societal challenges—particularly in regional development and public administration—transcends the capacity of any single investigator. While individual training and research offers specialized depth, a **collaborative approach** mitigates the risks of academic silos by pooling diverse intellectual capital and shared technical resources. By transitioning from isolated inquiries to multi-institutional studies, the University ensures higher internal validity, broader data access across regional borders, and the cross-pollination of methodologies. This collective intelligence not only accelerates the pace of innovation but also produces scalable, evidence-based solutions that a lone university could not feasibly sustain or implement.

At the regional level, the University maintains a proactive role as a member of the Forum for Higher Education Institutions in the Amhara Region, contributing to a unified approach to regional development and academic standards. Beyond regional borders, the University is committed to expanding its national and international footprint by forging links with leading

Ethiopian universities and global development partners. These international collaborations shall focus on institutional capacity building, joint scientific research, and the global dissemination of regional knowledge, ensuring that ASU remains a dynamic and globally integrated center of excellence.

### **13. Track Record (Evidence of Success)**

**Prior Grant Management:** Amhara Region State University (ARSU) maintains a healthy history of fiscal responsibility and programmatic excellence, evidenced by its successful execution of diverse international and domestic grants. A cornerstone of this track record is the University's partnership with the **Korea International Cooperation Agency (KOICA)**, which stands as a premier success story in our institutional portfolio. Through this collaboration, ARSU demonstrated its ability to navigate complex donor requirements, meeting stringent performance indicators and multi-layered reporting standards with precision.

The KOICA project not only enhanced our infrastructural and human resource capabilities but also validated our internal systems for auditing, procurement, and transparent financial management. By successfully scaling these initiatives from pilot phases to sustainable institutional programs, ARSU has proven that it possesses the administrative maturity required by major donors like **USAID, the EU, and the World Bank**. This experience ensures that new partners can rely on an established framework of accountability and a team that is well-versed in the high-stakes compliance environments of global development funding.

### **14. Conclusion**

The transformation of Amhara State University (ARSU) from a specialized management institute into a comprehensive state university marks a historic turning point for the Amhara Region. Rooted in a legacy that dates back to 1996 and fortified by a succession of strategic mandates, ARSU has evolved into an indispensable pillar of regional governance and human capital development. Having successfully trained over 121,000 leaders and produced critical research during its tenure as the Amhara Management Institute, the institution now stands ready to address the complex challenges of a region with over 25 million people.

Guided by Regulation No. 226/2025, the University is committed to its vision of becoming a national center of excellence by 2035. Through its dual focus on rigorous academic programs—

including PhD and Master’s degrees—and high-impact professional training, ARSU is uniquely positioned to bridge the gap between scientific inquiry and practical governance. The current phase of organizational restructuring and the modernization of its governance framework ensure that the university remains agile, efficient, and aligned with international academic standards.

As ARSU navigates a landscape marked by both immense potential and unique socio-economic challenges, it remains steadfast in its core values of professional excellence, fairness, and institutional autonomy. By fostering strategic partnerships and serving as an anchor for regional stability, Amhara State University shall continue to produce the competent leadership and innovative research necessary to drive sustainable development and democratic building for the region and the nation at large.