SD DOMBO UNIVERSITY OF BUSINESS AND INTEGRATED DEVELOPMENT STUDIES

(SDD-UBIDS)

STRATEGIC PLAN
2021- 2025

Foreword

The Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS) was established by an Act of Parliament of the Republic of Ghana (Act 1001) in 2019. The Act established the University as a public tertiary institution to be an outstanding, internationally acclaimed applied research and practical-oriented educational institution, dedicated to the development of business and integrated development studies and related matters (Republic of Ghana, 2019). Given the current mandate of the University and the vast potential. UBIDS is envisaged as an internationally recognised centre of academic excellence knowledge production and dissemination centre in the future.

In order for SDD-UBIDS to take off on a sound footing as an autonomous University and on a forward march towards realising its mission, it is imperative to have a Strategic Plan (SP) for the next five years, while looking at long-term issues within the next ten years. Based on this thinking, a Strategic Plan Committee (SPC) was constituted in November 2020 to develop a Strategic Plan.

The Committee undertook wide consultations with both internal and external stakeholders. During the consultative process, the committee also engaged with top management, where I stated three focal areas: a **strong institution, happy students and supportive alumni** to guide the plan. Reading through the plan, it is well-structured under the following six strategic pillars: Governance and Administration, Human Resource, Finance, Infrastructure, Academic Programmes and Research, and Marketing and Visibility.

A plan like this would not have been attained without the contribution of diverse stakeholders and individuals. I wish to acknowledge the University Management Team in the persons of Prof. Emmanuel K. Derbile (Ag. Pro-Vice Chancellor), Mr. Job Asante (Ag. Registrar) and Mr. Abdulai Suglo (Interim Finance Director) who supported the process.

I wish to also thank the Chairman of the Strategic Plan Committee, Prof. Francis Zunuo Lankuu Bacho and other members of the Committee, namely: Prof. Imoro Braimah, Prof. Paul Kwame Nkegbe, Prof. Yakubu Awudu Sare, Dr Bernard Afiik Akanpabadai

Akanbang, Dr Florence Bamora, Dr Grace Alenoma, Madam Adjoa Yebowaa, and Mr Mu-een Abdulai for the good work done. I also appreciate the support offered to the Committee by Mr Tahiru Abdul- Jalil Jansbaka and Mr Simon Bontariba. I acknowledge also the many people who contributed in diverse ways to the success of this plan, especially the Upper West Regional Minister, Hon. Dr Hafiz Bin Salih; the Regional Coordinating Council and all MDCEs; Heads of MDAs; Traditional Authorities – Regional House of Chiefs, Landlords, Land Owners, Organised Unions – e.g. GPRTU, Market Queens; Heads of Faith-based Organisations. I also equally thank all organised groups of the University.

Prof. Philip Duku Osei
Interim Vice Chancellor

List of Acronyms

COCOBOD	-	The Ghana Cocoa Board
DAPQA	-	Directorate of Academic Planning and Quality Assurance
DCOBI	-	Directorate for Community Outreach and Business Incubation
DEA	-	Diploma in Estates Agency
DICD	-	Diploma in Integrated Community Development
DICT	-	Director of Information and Communication Technology
DoF	-	Director of Finance
DoR	-	Director of Research
DoSSBE	-	Department of Social Science and Business Education
DPLERD	-	Department of Planning, Land Economy and Rural Development
DSSE	-	Diploma in Social Science Education
DWMS	-	Directorate of Works and Municipal Services
FICT	-	Faculty of Information Communication and Technology
FIDS	-	Faculty of Integrated Development Studies
FPLM	-	Faculty of Planning and Land Management
FPPG	-	Faculty of Public Policy and Governance
FSSA	-	Faculty of Social Science and Arts
GAUA	-	Ghana Association of University Administrators
GES	-	Ghana Education Service
GPRTU	-	Ghana Private Road Transport Union
GSS	-	Ghana Statistical Service
ICT	-	Information and Communication Technology

IFCAT	-	Institute of Field Communication and Agricultural Training
MDAs	-	Ministries, Departments and Agencies
MDCDs	-	Municipal and District Coordinating Directors
MDCEs	-	Municipal, Departments and Agencies
NGOs	-	Non-Governmental Organizations
RCC	-	Regional Coordinating Council
SB	-	School of Business
SDD-UBIDS	-	Simon Diedong University of Business and Integrated Development Studies
SoELL	-	School of Education and Life-Long Learning
SP	-	Strategic Plan
SPC	-	Strategic Plan Committee
SRC	-	Students Representative Council
SSA	-	Senior Staff Association - Universities of Ghana
TEWU	-	Teachers and Educational Workers Union
UDS	-	University for Development Studies
UTAG	-	University Teachers Association of Ghana
VC	-	Vice-Chancellor

Executive Summary

This maiden strategic plan (SP) of SDD- UBIDS covers many issues organised into sections. The preliminary part comprises the *Foreword* presented by the Interim Vice Chancellor (hereinafter referred to as the VC), which sets the tone for the entire process and expected outcome. He also outlined the mandate and the rationale for the SP.

The main part of the SP document is organised into six (6) sections. Section one (1) gives the background of SDD-UBIDS in terms of its physical and socio-political settings, the history and its current academic units and administrative structures. This University started as a Faculty in Tamale in borrowed premises and moved to Navrongo a year later into another borrowed premises. Again, it was relocated to Wa into another temporary premises. These movements clearly inform the reader about the current state of the University in terms of infrastructural deficits and the prevailing socio- political dynamics, both within the University and the former University of Development Studies (UDS).

Section two (2) outlines the planning approach and processes. The process involved wide consultations with both internal and external stakeholders and a summary of the planning issues generated through this process. Issues generated from the wider consultations, the Act establishing the University (Act 1001) together with global trends, informed the formulation of the Vision, Mission and Core values presented in Section three (3).

Section four (4) focuses on six (6) strategic pillars. These six (6) pillars are premised on the thinking that under its present fledgling state, there is a need to create a firm foundation for a smooth take-off and sustained growth. The strategic goals, objectives and activities required to achieve each of the strategic pillars are elaborated in the matrix.

Section five (5) spells out the manner in which the SP will be implemented, monitored and evaluated. Critical responsible officers who will be involved in the implementation and monitoring of the SP are indicated in the matrix in Section four (4) to facilitate

implementation, monitoring and evaluation. Also, performance targets, indicators and timeframe are equally outlined in the SP matrix in same Section four (4).

The SP concludes in Section six (6) with a call on all critical stakeholders to see the maiden SP as a do or die undertaking that requires concerted effort for its accomplishment.

Table of Contents

1.0 Background

In the background, the location, history, and structure of academic programmes of the University are presented.

1.1 Location

The Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS) is situated in the Upper West Regional capital, Wa, in the North-Western part of Ghana. While the main Campus of the University is in Wa, the Act makes provision for Campuses to be in other locations. The Region is bordered to the North and the West by Burkina Faso, to the South by Northern Region, and to the East by Upper East Region. The Region is divided into eleven (11) municipal

and district assemblies and has a total land area of 18,476 sq. km (GSS, 2020). It has a population density of 47 people per sq. km, making it one of the sparsely populated regions in the country. With a population of 132,646, Wa Municipal accounts for 15.3 percent of the population of the Region. The principal tribes in the region are Dagaaba, Sisaala and Waala.

In terms of climate, the Region has a lot in common with the Northern, Upper East and the newly-created regions of Savannah and North-East. It has a single rainy season, which starts in April and ends in October with an annual rainfall ranging from 750 mm to 1050 mm. Temperatures also vary significantly in the Region with night temperatures going as low as 15°C during the harmattan season and daytime temperatures as high as 40°C during the dry season. The main economic activity in the Region is agriculture, engaging about 72.8 percent of the economically active population (GSS, 2013). This makes the siting of the University, which is business and integrated development oriented in the Region of strategic importance, as it will contribute immensely to the development of the livelihoods of the people.

1.2 Brief History

SDD-UBIDS was established by an Act of Parliament and gazetted on August 23, 2019 with the aim "... to provide higher education, disseminate knowledge related to development in business and development studies, undertake research and foster relationships with persons outside the institution" (Republic of Ghana, 2019:44).

The history of SDD-UBIDS is linked to that of the University for Development Studies (UDS), Tamale, through the Faculty of Integrated Development Studies (FIDS). The FIDS was the second faculty to be established by UDS in 1994. The Faculty started in borrowed premises belonging to the School of Hygiene, Tamale (accommodation for students) and the Tamale Islamic Science Senior High School (Lecture space). It was relocated to Navrongo in 1995 and housed in another set of borrowed facilities formerly used by the Institute of Field Communication and Agricultural Training (IFCAT). The Faculty was again moved in 2002 to commence what was then known as the Wa Campus of UDS, now SDD-UBIDS. As before, it was housed in borrowed facilities in Wa. A decision to admit the first batch of students of the Wa Campus in 2002 meant that continuing students of FIDS were to be in Navrongo, while the first-year students were admitted to the Wa Campus of UDS. This development came

with associated challenges, including lecturers commuting between Navorongo and Wa using their own vehicles and fuel to deliver lectures.

The Upper West Regional Coordinating Council (RCC) generously made available to the FIDS a "36-Unit Block" for use as lecture space and office accommodation. Lectures were also held in other borrowed facilities at the Wa School for the Deaf, the Secretariat of the Upper West Regional House of Chiefs and Nusrat Jahan Ahmadiyya Teachers' Training College (Nusrat Jahan Ahmadiyya College of Education), while the School for the Blind provided accommodation for female students. The RCC also provided some chalets for use as accommodation by some lecturers. A guesthouse belonging to COCOBOD was also allocated to the Faculty to provide accommodation for the Dean and other lecturers. Indeed, almost all available spaces in Wa, including warehouses were, at some point, occupied by students of the Faculty, especially during examinations.

Notwithstanding the infrastructural challenges faced by the single Faculty, one of its five departments, namely, the Department of Planning, Land Economy and Rural Development (DPLERD) was transformed into the Faculty of Planning and Land Management (FPLM) in 2008. A second Faculty, the Faculty of Education, Law and Business Studies (FELBS) was established a year later. A third Faculty, i.e., the Faculty of Social Science and Arts (FoSSA), was in the offing when government decided that the Wa and Navrongo Campuses of UDS should be made autonomous institutions.

1.3   Structure of Academic Programmes

The Act establishing the University emphasises the establishment of business and integrated development studies programmes. Specifically, the Act listed the following:

    a) School of Business;

    b) School of Law;

    c) School of Social Studies;

    d) School of Education and Life-Long Learning;

    e) Faculty of Information and Communication Technology; and

    f) Any other School, Centre or Institute related to Business and Integrated Development Studies.

1.3.1 Existing Academic Programmes

SDD-UBIDS started in May 2020 with three Faculties, namely: Faculty of Integrated Development Studies (FIDS), Faculty of Planning and Land Management (FPLM) and School of Business and Law (SBL), and a Department of Social Science and Business Education (DoSSBE).

Currently, the University is made up of seven Faculties, namely: Faculty of Integrated Development Studies (FIDS), Faculty of Planning and Land Management (FPLM), School of Business (SoB), Faculty of Social Science and Arts (FoSSA), Faculty of Public Policy and Governance (FPPG), School of Education and Life-Long Learning (SoELL) and Faculty of Information and Communication Technology (FICT). Apart from these seven Faculties, the Faculty of Law, School of Graduate Studies and Research, Directorate of Academic Planning and Quality Assurance (DAPQA), Directorate of Research, Innovation and Consultancy and Directorate of Community Outreach and Business Incubation (DCOBI) are in the process of being established.

Details of each Faculty/School and its programmes are spelt out as follows:

Faculty of Integrated Development Studies (FIDS)

Diploma Programme
2-Year Diploma in Integrated Community Development (DICD)

2-Year Diploma in Environment and Resource Management (DERM)

2-Year Diploma in Environmental Sanitation, Health and Safety (DESHS)

Certificate Programmes (Sandwich)
Child Protection

Social and Behavioural Communication

Undergraduate Programmes
4-Year BA Integrated Development Studies

4-Year BA Environment and Resource Management

4-Year BA Entrepreneurship

4-Year BA Development Communication

Postgraduate Programmes (Regular)

MPhil in Environment and Resource Management

MPhil in Development Studies

MPhil Development Communication

PhD in Development Communication

PhD in Environment and Resource Management

PhD in Development Studies

PhD in Endogenous Development

Postgraduate Programmes (Sandwich)

MA Development Communication

MA Environment and Resource Management

Faculty of Planning and Land Management

Diploma Programmes

2-Year Diploma in Estate Agency (DEA)

2-Year Diploma in Integrated Urban Planning

2-Year Diploma in Project Planning and Community Development

Undergraduate Programmes

4-Year BA Integrated Community Development

4-Year BSc Project Planning and Community Development

4- Year BSc Planning

4-Year BSc Real Estate

4-Year BSc Land Management

4-Year BScUrban Design and Planning

4-Year BSc Construction Studies

Postgraduate programmes (Sandwich)

MSc Strategic Planning and Management

MSc Monitoring and Evaluation

MSc Project Planning and Community Development

Distance Via Weekend Lectures

2-Year Master of Philosophy Degree in Monitoring

2-Year Master of Philosophy in Strategic Planning and Management

Postgraduate Programmes (Regular)

MPhil Strategic Planning and Management

MPhil Project Management and Community Development

MPhil Monitoring and Evaluation

1-Year Top-up for M.Phil. Strategic Planning and Management

PhD Planning for Sustainable Development

School of Business

Diploma Programmes

2-Year Diploma in Business Studies (Management and Accounting Options)

Undergraduate Programmes

4-Year BA Integrated Business Studies (Accounting and Management Options)

4-Year Bachelor of Commerce (Human Resource Management)

4-Year Bachelor of Commerce (Accounting)

4-Year Bachelor of Commerce (Banking and Finance)

4-Year Bachelor of Commerce (Marketing)

4-Year BSc Accounting

4-Year BSc Accounting and Finance

Postgraduate Programmes (Regular)

MPhil in Human Resource Management

MPhil in Accounting

MPhil in Finance

MPhil in Marketing and Strategy

PhD Business Administration (Human Resource Management)

PhD Business Administration (Management)

PhD Business Administration (Accounting)

PhD Business Administration (Finance)

PhD Business Administration (Marketing and Strategy)

PhD Business Administration (Procurement and Supply Chain Management)

Postgraduate Programmes (Sandwich)

MCOM in Human Resource Management

MCom in Accounting

MCom in Banking Finance

MCom in Procurement and Supply Chain Management

MSc Accounting

Master of Management Studies

Master of Art in Leadership and Development

Postgraduate Programmes (Week Ends)

MBA in Human Resources Management

MBA in Accounting

MBA in Finance

MBA in Marketing and Strategy

MBA in Procurement and Supply Chain Management

MBA in Health Services Management and Administration

Master of Public Administration

Faculty of Social Science and Arts

Diploma Programme

    2-Year Diploma in Social Administration

Undergraduate Programmes

    4-Year BA Economics

    4-Year BA Social and Development Administration

    4-Year BA Geography and Urban Studies

    4-Year BA Political Science

    4-Year BA Sociology and Social Work

    4-Year BA History Studies

Postgraduate Programmes (Regular)

    MPhil in Social Administration

    MPhil in Remote Sensing and Geographic Information Systems

    MA Development Economics

    MPhil Development Economics

    PhD in Social Administration

    PhD Development Economics

Postgraduate Programmes (Sandwich)

    MA Peace and Development Studies

    MA Social Administration

    MSc in Remote Sensing and Geographic Information Systems

Faculty of Public Policy and Governance

Diploma Programmes

    2-Year Diploma in Development Management

    2-Year Diploma in Social Policy Planning and Development

Undergraduate Programmes

4-Year BSc Social Policy Planning and Development

4-Year BSc Development Management

Postgraduate Programmes (Sandwich)

1-Year Top- Up in Mphil Development Management

MSc Development Management

MSc Social Policy and Service Management

Postgraduate Programmes (Regular)

MPhil in Development Management

MPhil Social Policy and Service Management

PhD in Development Management and Governance

School of Education and Life-Long Learning

Diploma Programmes

2-Year Diploma in Social Science Education (DSSE) - (Geography options / History Options / Government Options)

2- Year Diploma in Business Education (Accounting Options/ Management Options)

Undergraduate Programmes

4-Year B.Ed. Business Studies (Accounting)

4-Year B.Ed. Business Studies (Management)

4-Year B.Ed. Social Sciences (Geography)

4-Year B.Ed. Social Sciences (Economics)

4-Year B.Ed. Social Sciences (History)

4-Year B.Ed. Social Sciences (Political Science)

4-Year B.Ed. Accounting and Mathematics

4-Year B.Ed. Social Studies

4-Year B.Ed. Management and English

4-Year B.Ed. French

4-Year B.Ed. English

4-Year B.Ed. Dagaare

Postgraduate Programmes (Regular)

MPhil Business Education (Accounting /Management Option)

MPhil Social Science Education (Geography Option/ Economics Option / History Option and Political Science Option)

MEd. Business Education (Accounting /Management Option)

MEd. Social Science Education (Geography/ Economics/ History/ Political Science options)

Faculty of Information and Communication Technology

Diploma Programmes

2-Year Diploma in Computer Science

2-Year Diploma in Health Informatics

2-Year Diploma in Business Informatics

2-Year Diploma in IT Project Management

Undergraduate Programmes

4-Year BSc. Computer Science

4-Year BSc. in Informatics

Postgraduate Programmes (Regular)

M.Phil. in Computer Science

M.Phil. in Informatics

PhD in Computer Science

PhD in Informatics

1.3.2   Proposed Academic Programmes

The following Faculties and Schools will be established during the plan period:

School of Law

Faculty of Agriculture and Food Processing Technology

Institute for Sustainable Agriculture and Communities

Undergraduate Programmes

4-Year BSc. Agricultural Education

4-Year BSc. Agricultural Extension

4-Year BSc. Farm Business Practice

Faculty of Basic Sciences

Faculty of Applied and Allied Health Sciences

Undergraduate Programmes

4-Year BSc. Population, Health and Demography

4-Year BSc. Population Mobility and Health

4-Year BSc. Migration and Health

Postgraduate Programmes

MSc/MPhil Population, Health and Demography

MSc/MPhil Population and Migration Studies

School of Medical Sciences

School of Tourism and Hospitality

Faculty of Sustainable Built Environment

1.4   Administrative Structure

SDD- UBIDS, which inherited the Wa Campus of the UDS, has a major challenge with physical infrastructure to house the administrative work of the University and so, there is no physical Central Administration Block to house the staff. The then Wa Campus of UDS lacked the full complement of formal structures necessary for running the University. Accordingly, the University is now putting in place formal structures with limited human resources; both academic and administrative/professional staff to handle both administrative and academic matters. There is the need to procure basic logistics, Information Communication Technology (ICT) resources and critical staff with limited resources given by government as well as resources generated internally to manage the system.

2.0 The Strategic Planning Process

The Strategic Plan (SP) preparation process has implications for the quality of the plan and its acceptability, ownership, and sustainability. Consequently, a participatory and collaborative process was adopted in developing the SP. The participatory and collaborative process was adopted with the following three objectives:

i. Create awareness among the various stakeholders and actors on the Strategic Plan in order to assure its acceptability, ownership and sustainability

ii. Create a platform in order to solicit views from diverse stakeholders as basis for formulating the strategic direction and activities for the University.

iii. Use the preparation process of the plan to present and market the University and its programmes to external stakeholders.

The specific steps and activities of the SP preparation process included the following processes:

2.1   Preparatory Stage

The planning process began with the setting up of a nine-member Strategic Plan Committee (SPC) by the Interim Vice-Chancellor (IVC). Following the constitution of the Committee, the team held an inception meeting to:

i.   discuss and reach common understanding and agreement on the assignment;

ii. agree on the approach to be adopted by the Committee in the preparation of the Plan;

iii. develop a comprehensive list of stakeholders to be consulted during the plan preparation process; and

iv. prepare and submit a budget for the assignment.

After the inception meeting, the team embarked on internal and external consultations to identify issues of interest and concern to various stakeholders that needed to be captured in the SP.

2.2   Environmental Scan

The team identified critical internal and external groups for consultation. All the groups were engaged through a facilitative and participatory process. A schedule was prepared for the stakeholder consultative process. Advanced notices were given to each group of stakeholders in order to enable them adequately prepare themselves for the engagement.

2.2.1 Internal Scan

The internal stakeholders included top Management of the University, the Executive Committee, various unions, including UTAG, GAUA, TEWU, SRC and department-based Students' Associations, religious-based Students' Associations, and Faculties and Schools. Meetings were held with these stakeholder groups separately.

The first group the team consulted was Management of the University. The consultation with top management was to help the Committee to have an idea of the Vision, Mission and Core values Management has for the University. The engagement

with the other internal groups focused on the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the University and the kind of university they envision in the next five years. After the consultations, there was observed consistency in the issues enumerated by all the groups.

2.2.2 External Scan

The team consulted a number of external groups and surrounding communities of the University including: The Regional Minister together with the District Chief Executives and District Coordinating Directors; Representatives of Chiefs and Traditional Landlords Associations; Faith-Based Organisations, Ghana Education Service (represented by the Regional and Districts Directors), Heads of the Ghana Health Service, Security Agencies, Urban Roads, Lands Commission, Representatives of Trade Unions, including GPRTU, Market Queens, NGOs and surrounding communities of the University. The purpose of the external stakeholder consultations was to generate information on their expectations of the University, and to present the University and its programmes to them.

2.3   Summary of Planning Issues

The planning issues obtained from the internal and external engagements were summarised into six strategic pillars as follows:

   i.   Governance and Administration

   ii. Human Resource

   iii. Finance

   iv. Infrastructure

   v.   Academic Programmes and Research

   vi. Marketing and Visibility

3.0 The Strategic Plan

The Act (Act 1001, 2019) which established SDD-UBIDS mandates it to be an outstanding internationally acclaimed applied research and practical-oriented educational institution dedicated to the development of business and integrated development studies and related matters. The Mission, Vision and Core values herein formulated reflect the University's strategic mandate.

3.1 Vision

To be an internationally acclaimed centre of excellence in higher education.

3.2 Mission

To provide quality teaching, learning, development-oriented problem-solving research and innovative practical training to qualified and capable persons and institutions through:

a) The deployment of ICT, and

b) Constant review of our programmes, curriculum and teaching methodology.

3.3 Core Values

The University will be guided by the following core values:

- **Excellence:** SDD-UBIDS is committed to delivering the highest quality products and services through dedication, continuous improvement and focus on clients' needs.

- **Innovation:** SDD-UBIDS encourages its staff and students to constantly trust their ability to be critical and creative and to persist in finding new solutions to problems within their workspace.

- **Integrity:** SDD-UBIDS seeks to pursue honesty, fairness, and strong moral values in its decision-making processes and professional work.

- **Collaboration:** SDD-UBIDS endeavours to interact and work together with individuals, groups and organisations with recognisable strengths to achieve a collective goal and promote leadership and growth.

- **Sustainability:** SDD-UBIDS desires to demonstrate a strong ability to sustain its teaching, learning and research programmes by actively ensuring the protection, enhancement and preservation of its human, social, economic and environmental resources to maximize their benefits.

- **Professionalism:** SDD-UBIDS strives to succeed in its mission by adhering to high ethical principles and professional standards that are consistent with its mandate.

- **Transparency and Accountability:** SDD-UBIDS seeks to promote transparency and accountability by ensuring that information about its processes and outputs is easily accessible to all stakeholders.

- **Inclusiveness:** SDD-UBIDS seeks to create an environment that respects and embraces diversity and provides equal opportunity to all.

4.0 Strategic Pillars

The goals, objectives and activities of the SP are presented under six strategic pillars in the table below.

STRATEGIC PILLAR ONE: GOVERNANCE AND ADMINISTRATION

GOAL 1: A Fully Functioning and Sustainable University Governance System in Place

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
1.1 To establish all the required units, both administrative and academic	1.1.1 Recruit requisite Staff	By March 2023	1,411 requisite staff recruited	Number of requisite staff recruited	VC
	1.1.2 Undertake logistics needs assessment	By September 2022	95% of all logistics needed identified and documented	Number of needed logistics listed and documented	Registrar
	1.1.3 Procure Logistics	By December 2022	80% of the needed logistics procured	Percentage of needed logistics procured	VC
	1.1.4 Provide suitable working spaces	By February 2023	80% of suitable working spaces in place	Number of suitable working spaces in place	VC/ Council

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	1.1.5 Establish decentralised management system for the University	By January 2022	A fully decentralised management system established	Type of management system in place	VC
	1.1.6 Set up UBIDS International Office	By December 2021	A complete and functioning UBIDS International Office set up	Functional UBIDS international office	VC/Registrar
	1.1.7 Set up UBIDS office in Accra	By January 2022	UBIDS Accra office set up	Existence of UBIDS office in Accra	VC
1.2 To formulate all policy documents e.g. Statutes, Administrative Manual, Ethics Policy, Students Handbook, examinations rules and regulations	1.2.1 Identify the key policy documents required	By September 2021	All key policy documents identified	A document of all key policy documents required in place	Registrar
	1.2.2 Set up various committees to prepare the policy documents	By Sept 2022	All committees constituted	Number of policy documents prepared	VC
	1.3.3 Approve all policy documents	By January 2023	All prepared policy documents approved	Number of approved policy documents	Council / Academic Board

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	1.2.4 Sensitise all staff on the policy documents	By February 2023	All staff sensitised on the policy documents	Number of staff sensitised	Registrar
1.3 To expand and strengthen the University security system	1.3.1 Recruit Professional Head of Security	By August 2021	1 Professional Head of Security recruited	Head of security at post	VC
	1.3.2 Recruit young energetic and qualified security officers	By October 2023	100 young energetic and qualified security officers recruited	Number of qualified security officers at post	VC
	1.1.3 Pursue the establishment of a Police post on campus	By June 2022	Police post established	Existence of a functioning police post	Registrar
	1.1.4 Set up ambulatory service and fire stations on campus	By October 2024	Ambulatory service and a fire station established	Existence of ambulatory service and a fire station on campus	Registrar

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	1.1.5 Train volunteer fire fighters among students and staff	October 2025	240 volunteer fire fighters trained (180 student and 60 staff)	Number of students' fire volunteers trained. Number of staff fire volunteers trained	Registrar
	1.1.6 Organise regular in-house training for security officers and fire fighters	By October 2025	2 In-house training organised for security officers and fire fighters	Number of in-house trainings organised per academic year	Registrar
	1.3.7 Continuously engage neighbouring communities on issues of fire and security	By October 2025	All neighbouring communities engaged on fire and security issues	Number of neighbouring communities engaged in a year	Registrar
1.4 To establish a system for promoting a happy student	1.4.1 Establish a students' services centre	By January 2022	A functioning students' services centre established	Existence of a students' services centre	Registrar/|Dean of Students

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	1.4.2 Map out all facilities and places where students reside	By December 2021	90% of all facilities and places students reside identified and mapped out	Number of residential facilities and places of students identified and mapped out	Registrar/Dean of Students
	1.4.3 Enter into a Memorandum of Understanding (MOU) with owners of hostels for provision of quality learning environment	By November 2021	MOU signed with all owners of hostels where UBIDS students reside	Number of hostel owners UBIDS signs MOU	Registrar
	1.4.4 Digitise the registration, results and transcripts application process to make it easier and friendly for students	By December 2021	A digitised, registration, results, and transcript application process in place	Existence of a digitised registration, results, and transcript application process	DICT

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
1.5 To have a system for mainstreaming gender in all aspects of the University	1.5.1 Develop a gender mainstreaming policy covering admissions, appointments, and promotions for the University	By November 2021	Gender mainstreaming policy on admissions, appointments, and promotions formulated	The existence of a gender policy	VC/Registrar
1.6 To improve the quality of university health services	1.6.1 Undertake routine maintenance of the hospital	By November 2025	Total check and maintenance of the hospital at the end of each academic year	Number of routine maintenance tasks identified and number of tasks carried out	Registrar/ Medical Director
	1.6.2 Get Specialist doctors to visit the facility periodically	By November 2025	3 Agreement signed with specialist doctors to visit at least once every year	Number of specialist doctors who visit	Registrar/ Medical Director
	1.6.3 Procure drugs to equip the dispensary	By November 2025	90% of drugs needed to run the hospital procured	Percentage of drugs procured	Medical Director
	1.6.4 Automate operations of the hospital	By February 2024	70% of operations of the hospital automated	Percentage of operations of the hospital automated	Registrar/ Medical Director

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
1.7 To make the University hospital self-financing and sustainable	1.7.1 Develop a self-financing policy for the hospital	By November 2021	Policy for self-financing developed	Policy document for self-financing in place	Registrar/ Medical Director
	1.7.2 Set up a committee to oversee implementation of the policy and ensure the hospital is self-sustaining	By November 2021	A committee on self-financing of the Hospital constituted	Revenue generated from the hospital exceeds its expenditure	VC

STRATEGIC PILLAR TWO: HUMAN RESOURCE

Goal 2: Capable and Highly Motivated Human Resource Developed

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
2.1 To have qualified and capable staff in place	2.1.1 Prepare a workforce development plan	By November 2022	A complete workforce plan developed	Workforce plan in place	Registrar
	2.1.2 Embark on progressive and strategic recruitment of staff	By November 2025	70% of capable and qualified staff progressively recruited	Number of qualified staff recruited	Council/VC
	2.1.3 Continuous training of staff	By November 2025	80% of all staff receive training once every year	Number of training programmes organised

Number of staff trained | Registrar |
2.2 To have a clearly defined system for motivating staff	2.2.1 Establish a staff club house	By November 2025	Staff club house fully established	A functioning club house in place	VC
	2.2.2 Institute best worker award	By August 2025	Best worker award fully instituted	Best worker award operational	Registrar
	2.2.3 Institute a quick, transparent and fair promotion system	By November 2021	Quick, transparent and fair promotion system established	Average processing time reduced and transparent and fair promotion system in place	VC

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	2.2.4 Digitise the promotion process	By December 2021	80% of the promotion process digitised	A more digitised promotion process in place	VC/Registrar
	2.2.5 Strengthen the welfare system	By August 2022	Improved welfare system	Satisfactory welfare system in place	Registrar
	2.2.6 Review the waiting period for further studies and promotion	By December 2021	Waiting period for further studies and promotion reviewed	A revised document on waiting period for further studies and promotion exists	VC/Registrar
	2.2.7 Institute annual social gathering for staff	By October 2021	Annual social gathering for staff instituted	Annual social gathering for staff operating	VC
	2.2.8 Establish Child Care Centre and Basic School	By October 2025	Child Care Centre and Basic School established	A functioning Child Care Centre and Basic School in place	VC
	2.2.9 Improve the working environment of staff	By October 2023	Working environment of staff improved	Quality of working environment improves	VC/Registrar
	2.2.10 Provision of accommodation for critical staff	By 2024	Accommodation for critical staff provided	Number of critical staff provided with accommodation	Registrar/ DWMS

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
2.3 To enhance a good/cordial working relationship among staff and students	2.3.1 Sensitise staff on teamwork, participatory and inclusive decision making	By August 2025	95% of staff sensitised	Number of staff sensitised	Registrar
	2.3.2 Apply sanctions for misbehaviour towards colleagues, subordinates and superiors	By November 2025	100% of staff misbehaviour towards colleagues, subordinates and superiors sanctioned	Number of misbehaviours sanctioned	VC/Registrar
	2.3.3 Sensitise staff on best practices on staff-student relationship	By November 2025	95% of staff sensitised on staff-student relationship	Number of staff sensitised on staff-student relationship	Registrar

STRATEGIC PILLAR THREE: FINANCE

GOAL 3: A Sustainable Financial System Established

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
3.1 To put in place a stable income generation strategy	3.1.1 Develop a financial policy	By November 2021	Financial Policy developed	Existence of a draft financial policy document	VC/DoF
	3.1.2 Constitute a committee of financial experts to assist the University develop viable strategies for income generation	By August 2022	The committee constituted and viable income generation strategies developed	A document on viable income generation strategies exists	VC
3.2 Expand and diversify sources of funds	3.2.1 Develop innovative and demand-driven fee-paying programmes	By February 2023	Innovative and demand-driven fee-paying programmes developed	Number of fee-paying programmes developed	Faculties
	3.2.2 Develop a grantsmanship scheme	By February 2023	Grantsmanship scheme fully developed	grantsmanship scheme in place	VC/Registrar
	3.2.3 Train staff on grantsmanship and proposal writing	By February 2025	60% of Staff trained on grantsmanship and proposal writing	Number staff trained	VC/DoR

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
3.3 Expand and diversify sources of funds	3.3.1 Institute consultancy and other services	By November 2022	An established and functioning consultancy and other services	Consultancy and other services fully established	VC
	3.3.2 Establish commercial ventures (such as hotel, restaurant, printing press, water production, etc.)	By November 2025	Well established commercial ventures in the areas listed	Number of commercial ventures functional	VC/Faculties
	3.3.3 Establish a core of professional fund raisers within the University	By February 2023	A well-established core professional fund raisers within the University	Core professional fund raisers within the University constituted	VC
	3.3.4 Sensitise and build a spirit of collaboration with alumni	By October 2025	90% of alumni sensitised and a collaboration spirit built.	Number of alumni sensitised and collaboration built	Registrar
	3.3.5 Write unsolicited research proposals concentrating on topical areas	By November 2025	56 unsolicited proposals written on topical areas	Number of unsolicited research proposals written	DoR

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	1.1.6 Incorporate special levies for ICT expansion, automation of library and students' practical/professional training	By November 2025	All students levied	Number of students levied	VC
3.4. To design and implement an effective and efficient financial management system	3.4.1 Recruit qualified finance/accounts personnel to handle the various units	By February 2025	Finance/accounts personnel for all units recruited	Number of finance/accounts personnel recruited	VC
	3.4.2 Establish a decentralised financial management system for the University	By December 2025	Financial management system fully decentralised	Level of decentralization of the financial management system	VC
	3.4.3 Review and streamline the number of Directorates and Units to reduce cost	By November 2025	Directorates and Units reviewed and well streamlined	Number of Directorates and units streamlined	VC
	3.4.4 Automate the financial management system	By November 2025	Financial management system fully automated	A fully automated financial management system operating	VC/DoF

STRATEGIC PILLAR FOUR: INFRASTRUCTURE

Goal 4: Adequate, Appropriate and Quality Infrastructure in Place

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
4.1 To have all ongoing academic projects completed	4.1.1 Lobby government, GETFund and other critical partners for timely release of funds	By November 2023	80% of government agencies and other partners identified and lobbied	Number of government agencies and other partners lobbied	VC/DoW
	4.1.2 Engage with contractors and consultants for possible phasing of completion of projects to allow for usage while time is taken to complete them	By July 2022	70% of contractors and consultants engaged	Number of contractors and consultants engaged	VC/DoW
4.2 To expand the infrastructure base to meet the increasing needs	4.2.1 Conduct infrastructure needs assessment	By December 2021	Infrastructure needs assessment conducted	Documented evidence of infrastructure needs	VC/DoW
	4.2.2 Prepare an infrastructure development plan	By December 2021	Infrastructure development plan fully prepared	Existence of an infrastructure development plan	VC/DoW

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	4.2.3 Appeal to government for funding new infrastructure. E.g., Lecture Halls, Students Hostels, Sports Complex	By December 2025	Government funds 5 new infrastructure	Number of new infrastructure funded	VC/DoW
	4.2.4 Develop a policy guideline for public-private partnership	By December 2021	Policy guideline developed	Policy document in place	VC/DoW
	4.2.5 Explore public-private partnership projects, especially with regards to students' hostels and development of commercial spaces	By December 2025	Explore all opportunities for public-private partnership on students' hostels and commercial spaces	Number of MOUs signed with private business operators on students' hostels and commercial spaces	VC/DoW
	4.2.6 Encourage Faculty/School-based infrastructure	By December 2025	Faculty/School-based infrastructure encouraged	Number of Schools/Faculties starting own infrastructure	VC/DoW
4.3 To setup a modernised Library system	4.3.1 Recruit qualified staff	By November 2025	90% of needed qualified staff recruited	Number of qualified staff recruited	VC/Librarian/DICT

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	4.3.2 Update knowledge and skills of existing staff	By November 2025	85% of existing staff knowledge and skills updated	Number of staff who have acquired knowledge and skills	VC/Librarian/ DICT
	4.3.3 Create a repository and link it with other database systems	By November 2025	A repository fully created and linked with other data base systems	A functioning repository system is in place	VC/Librarian/ DICT
	4.3.4 Develop an accessible e-library system	By November 2025	An accessible e-library system fully developed	A functioning e-library system exists	VC/Librarian/ DICT
	4.3.5 Procure and sustain online journals, databases and books	By November 2025	Online journals, databases and books for major fields procured and sustained	Number of online journals, databases and books in all fields procured	VC/Librarian/ DICT
	4.3.6 Procure the necessary logistics to support and sustain automation of the entire library system	By November 2025	95% of logistics needed to support automation of the library system procured	Number of logistics for automation of the library procured	VC/Librarian/ DICT

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
4.4 To complete ongoing access roads	4.4.1 Lobby Department of Urban Roads and all partners for completion of roads on campus	By December 2024	60% of all roads on campus completed	Number of uncompleted roads completed	VC/DWMs
	4.4.2 Map-out all other critical access roads for future development	By February 2022	70% of critical roads identified and mapped out	Number of critical roads mapped out	VC/ DWMs
4.5 To expand the road network to meet increasing demand	4.5.1 Conduct roads needs assessment	By May 2022	Roads needs assessment conducted	Document on roads needs assessment exists	VC/ DWMs
	4.5.2 Prepare road development plan	By November 2022	Road development plan prepared	Road development plan in place	VC/ DWMs
	4.5.3 Appeal for support from Central Government and other collaborative agencies (e.g. Urban Roads, RCC, MDAs) for expansion of the road network	By November 2025	Central government and other collaborative agencies approached	Number of written correspondence and physical visits made	VC/ DWMs

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
4.6 To put in place a system for regular maintenance of infrastructure	4.6.1 Setup and equip the Directorate of Works and Municipal Services (DWMS)	By February 2022	Directorate of DWMS **fully** set-up and equipped	A fully functioning Directorate of Works and Municipal Services	VC/Registrar
	4.6.2 Organise refresher training to orient and retool staff for responsive maintenance	By November 2025	70% of staff of the WMS receive refresher training	Number of staff trained	VC/Registrar
	4.6.3 Identify the maintenance needs of the existing facilities	By June 2025	90% of the maintenance needs of facilities identified	Number of facilities and the maintenance needs identified	DWMs
	4.6.4 Implement maintenance schedule regularly	By November 2025	85% of facilities needing maintenance attended to	Number of infrastructure maintenance works undertaken per annum	DWMs
4.7 To establish a functioning university-wide ICT system	4.7.1 Undertake ICT needs assessment	By November 2021	ICT needs assessment **fully** completed	ICT needs assessment document exists	DICT

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	4.7.2 Develop an ICT policy document	By December 2021	**Draft** ICT Policy developed	ICT policy document exists	VC/DICT
	4.7.3 Recruit and train ICT staff	By October 2025	90% of ICT staff recruited and trained	Number of ICT staff recruited and trained	VC/Registrar /DICT
	4.7.4 Procure up-to-date equipment and state-of-the-art infrastructure	By November 2025	95% of up-to-date equipment and state-of-the-art infrastructure procured	Proportion of needed equipment and state-of-the-art infrastructure procured	DICT/DoP/VC
	4.7.5 Procure appropriate software	By November 2025	Appropriate software procured and delivered	A fully functioning appropriate software in place	DICT/VC/DoP
	4.7.6 Gradually and systematically automate the activities of all units, departments, faculties/schools, etc.	By November 2025	60% of activities of all units, departments, faculties, and schools automated	Level of automation of the activities of units, departments, faculties, and schools	DICT/Deans
	4.7.7 Undertake regular maintenance schedule	By November 2025	95% of all ICT devices and equipment maintained once every year	Frequency of maintenance	DICT

OBJECTIVES	ACTIVITIES	TIME FRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
4.8 To develop energy efficient and sustainable infrastructure	4.8.1 Incorporate solar energy and water harvesting into all future buildings	By November 2025	85% of future buildings incorporated with solar energy and water harvesting	Number of future buildings incorporated with solar energy and water harvesting	DoW
	4.8.2 Systematically install solar system in selected existing buildings	By November 2025	50% of existing buildings selected and installed with solar systems	Number of existing buildings installed with solar system	DWMs
	4.8.3 Install solar powered streetlights	By November 2025	90% of streetlights solar powered	Number of streetlights solar powered	DWMs
	4.8.4 Establish a system for waste collection, transportation, and treatment	By June 2022	A system for waste collection, transportation and treatment fully established	Waste collection, transportation, treatment system operative	DWMs

STRATEGIC PILLAR FIVE: INFRASTRUCTURE

Goal 5. Sustainable System for Spatial Development Institutionalized

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
5.1 To put in place a framework to guide the development of The University	5.1.1 Engage a consultant to prepare a master plan for the University	By August 2022	A consultant for the preparation of a master plan engaged	A master plan prepared	VC
	5.1.2 Enhance capacity of staff of DWMS	By November 2022	Capacity of staff of DWMS enhanced	Number of staff with enhanced capacity	VC/ Registrar/ DWMs
	5.1.3 Publish and display the plan at vantage points	By November 2025	Master plan published and displayed at vantage points	Published master plan	DWMs
	5.1.4 Sensitise the University community on the plan	By November 2025	All staff sensitised on the plan	Number of staff sensitised	DWMs/PRO
	5.1.5 Continuously monitor the system	By May 2025	The system continuously monitored	Monitoring tool developed	DWMs
	5.1.6 Start the process of live fencing of University land	By July 2024	50% of University land live-fenced	Proportion of the land fenced	DWMs

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
5.2 To institute a process for landscaping and continuous beautification of The University	5.2.1 Establish a parks and gardens, landscaping and physical planning unit within the DWMS	By March 2022	Parks and gardens, landscaping and physical planning completely created	Existence of the unit within the DWMS	VC/DWMs
	5.2.2 Develop a landscaping and beautification plan for the University	By September 2022	A landscaping and beautification plan developed	A landscaping and beautification plan operative	DWMs
	5.2.3 Sensitise surrounding communities to stop the practice of grazing the built environment	By March December 2025	All surrounding communities sensitised	Number communities sensitised and sensitization report	Registrar/Head, University Relations
	5.2.4 Discourage staff and community members from farming within the built environment	By November 2025	90% of staff and community members stop farming within campus	Farming on the built environment minimised	Registrar/Head, University Relations
	5.2.5 Recruit professional staff for the relevant units	By March 2022	75% of needed professional staff for relevant units recruited	Number of need professional staff recruited	Registrar/ DWMs

STRATEGIC PILLAR SIX: ACADEMIC PROGRAMMES AND RESEARCH

Goal 6: Programmes that blend the Acquisition of Knowledge, Skills, and Favourable Attitudes for the Changing Needs of Society Developed

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
6.1 To increase enrolment by 30 % annually	6.1.1 Develop a policy guide for the periodic review of programmes	By February 2022	A policy guide for periodic review of programmes developed	Policy document in existence	DAPQA
	6.1.2 Develop industry-oriented, innovative, and competitive programmes	By November 2025	30 Industry-oriented, innovative and competitive programmes developed	Number of industry oriented and innovative programmes developed	Deans/HODs
	6.1.3 Develop short term professional prgrommes, e.g., sandwich, distance and weekend programmes	By November 2025	Short-term professional programmes developed in each department	Number of departments which have short term professional programmes	Deans/HODs

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	6.1.4 Establish new Faculties/Schools/ Programmes: • Start a Faculty of Basic Science • Begin Faculties in Applied and Allied Health Sciences • Establish a School of Medical Sciences • Establish a Faculty of Agriculture and Food Processing Technology • Establish an Institute for Sustainable Agriculture and Communities	By November 2025	All the listed Faculties/ Schools and departments established	Number of targeted Faculties/Schools established	Deans/HODs

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	• Establish School of Tourism and Hospitality • Establish Faculty of Sustainable Built Environment • Establish a Department of Languages and Diplomacy • Establish a Department of Demography				
	6.1.5 Ensure approval of programmes by NTCE / NAB (GTEC)	By December 2025	85% of the new programmes approved by GTEC	Number of the new programmes approved	Deans/HODs
	6.1.6 Run the programmes	By December 2025	85% of the new prgrammes running	Number of the targeted programmes running	Deans/HODs

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	6.1.7 Institute a system for career development, e.g. • Orienting and mentoring staff • Encouraging staff publication	By November 2025	A system for career development fully instituted	Career development system operational	Deans/HODs
	6.1.8 Establish a system for accomplished persons to be engaged as adjunct professors	By June 2022	A system for engaging accomplished persons as adjunct professor fully institutionalised	· The system for engaging accomplished persons established · Identified accomplished professionals engaged as adjunct professors	DAPQA
	6.1.9 Upgrade infrastructure that enable practical training, e.g. laboratories	By November 2025	80% of infrastructure required for practical training upgraded	Number of infrastructure required for practical training upgraded	DWMs

STRATEGIC PILLAR SEVEN: ACADEMIC PROGRAMMES AND RESEARCH

Goal 7: A System for Impactful Research in Place

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
7.1 To put in place an architecture for research	7.1.1 Establish a Research Directorate	By December 2021	A fully functioning Research Directorate created	A research architecture operational	VC/Registrar
	7.1.2 Develop Research Policy	By November 2021	A finalized research policy developed	Research policy document exists	DoR
	7.1.3 Develop Research Agenda	By December 2021	Research agenda fully developed	Research agenda document in existence	DoR
7.2 To deepen the culture cutting-edge problem-solving research among students and Faculty	7.2.1 Develop University-wide problem-solving research themes	By June 2022	University-wide problem-solving research themes developed	Document on University-wide problem-solving research themes	VC/DoR

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
7.3 To vigorously pursue collaborative research partnerships	7.3.1 Organise training sessions on collaborative research	By November 2025	5 collaborative research training session organised	Number of collaborative researches organised	VC/DoR
	7.3.2 Develop a data base of possible research funding agencies and partners	By November 2025	Database of possible research funding agencies and partners developed	Number of funding agencies and partners identified	DoR
	7.3.3 Organise training sessions on grantsmanship on a continuous basis	By November 2025	Training sessions on grantsmanship organised every year	Number of training sessions organised	VC/DoR
7.4 To systematically enhance graduate research	7.4.1. Expand graduate programmes	By October 2025	All departments run, at least, one postgraduate programme	Number of departments running one or more postgraduate programmes	Deans/HoDs
	7.4.2 Develop a graduate admission policy that allows a systematic proportional increase in enrolment	By November 2021	Draft graduate admission policy developed	Draft graduate policy document	VC/Executive

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	7.4.3 Develop graduate handbook for research	By May 2022	Graduate handbook for research developed	Finalised graduate handbook	DoR/Deans/HoDs
	7.4.4 Train faculty on graduate research supervision	By November 2025	Entire faculty trained on research supervision	Number of faculty trained on research supervision	DoR/Deans/HoDs

STRATEGIC PILLAR EIGHT: ACADEMIC PROGRAMMES AND RESEARCH

Goal 8: Programmes that Blend the Acquisition of Knowledge, Skills, and Favourable Attitudes for the Changing Needs of Society Developed

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
8.1 To expand collaborative partnerships in teaching and research	8.1.1 Seek international accreditation	By October 2025	All processes for international accreditation completed	The university is internationally accredited	VC/Registrar/DAPQA
	8.1.2 Pursue collaborative partnerships with international and local institutions for exchange programmes, research, etc.	By December 2025	Collaborative partnerships pursued in all departments	Number of departments engaging in collaborative partnerships	VC/Deans /HODS
	8.1.3 Expand graduate programmes to promote research and capacity building	By December 2025	Graduate programmes increased by more than 100%	Number of graduated programmes added	VC/Deans /HODS

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
8.2 To put in place innovative operational university-wide field practical training programme	8.2.1 Set-up an inter-faculty based committee to develop the field practical programme for UBIDS first-year students	By July 2021	Field practical programme for UBIDS first year students fully developed	Field practical programme for UBIDS first-year students in place	VC/Deans
	8.2.2 Establish the directorate for the field practical programme	By July 2021	Directorate for Field practical programme fully established	The directorate operational	VC/Registrar /Deans
	8.2.3 Organise orientation for staff and students	By November 2025	All staff and students oriented	Number of staff and students oriented	DCOBI
	8.2.4 Procure the needed logistics	By November 2025	All the needed logistics for field practical training procured	Logistics needed for field practical training in existence	VC/DCOBI
	8.2.5 Allocate funds to all practical training programmes	By November 2025	All practical training programmes allocated funds	Number of practical training programmes received funds	VC/DCOBI/ Deans/DoF

STRATEGIC PILLAR NINE: MARKETING AND VISIBILITY

Goal 9: Visibility of the University Enhanced

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
9.1 To establish structures for marketing and publicity	9.1.1 Create marketing unit purposely for marketing the University	By June 2022	Marketing unit for the University fully created	Marketing unit operational	VC/Registrar
	9.1.2 Develop a visibility and marketing strategy for the University	By June 2022	Visibility and marketing strategy totally developed	Visibility and marketng strategy document a reality	Registrar
	9.1.3 Organise annual outreach programmes to selected regions and schools, and Open Days in the country and neighbouring countries	By September 2025	4 Annual outreach progammes in 400 schools in the country and neighbouring the countries organised	Number of annual outreach programmes organised and number of schools reached	Deans/HoDs
	9.1.4 Establish and sustain a functioning website for the University	By December 2025	A functioning website for The University fully established and sustained	A functioning University website in place	DICT

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	9.1.5 Design leaflets, brochures, handbooks, calendars, and posters for the University	By December 2025	Leaflets, brochures, handbooks, calendars, and posters for the University all developed	Leaflets, brochures, handbooks, calendars, and posters in circulation	Registrar
	1.1.6 Compose jingles and play them on radio	By September 2025	Jingles composed and frequently played on radio	Recordings of jingles played on the radio and dates played	Registrar
	9.1.7 Hold annual radio and television discussions	By May 2025	4 Television and 4 radio discussions at 10 radio stations in the country held	Number of television and radio discussions held and number of radio stations involved	Registrar/Deans/ HoDs
	9.1.8 Organise biennial conferences and seminars	By November 2024	2 biennial conferences organised	Documented conference proceedings	DoR
	9.1.9 Register with recognised international directories/ databases	By December 2025	Register by 2022 and renew every year	The University exists in international directories/ databases	VC/Registrar/ DoR

OBJECTIVES	ACTIVITIES	TIMEFRAME	TARGETS	MONITORING INDICATORS	PERSONS RESPONSIBLE
	9.1.10 Develop sports and participate in local and international competitions	By November 2025	Sports complex fully developed	A developed and functioning sports complex	Sports Directorate/SRC

5.0 Implementation, Monitoring and Evaluation

The Vice-Chancellor, in consultation with the Council, has ultimate responsibility for the implementation, monitoring and evaluation of the Strategic Plan. However, the collegiate governance system, typical of public Universities in Ghana, creates ample room for active participation by other critical stakeholders such as heads of Academic and Administrative Units at different levels as indicated in the Plan. Similarly, the Council, Academic Board and other ad hoc committees tend to monitor and ensure quality control on behalf of the Council and the Academic Board.

5.1 Implementation

The strategic pillars correspond clearly with existing Units and Structures that should ensure smooth implementation of the Plan. In the "responsibility" column of the strategic plan table, the appropriate head of unit is indicated together with the Vice-Chancellor (VC). The implication is that the head is expected to take the

appropriate steps to implement the strategy in tandem with the laid down regulations and functions as contained in The University Statutes and other policy documents.

5.2   Monitoring

Monitoring of the Strategic Plan will be done by several actors at different levels as indicated below:

a) Unit Level: The everyday accomplishment of the planned tasks will be the responsibility of unit heads.

b) Periodic Internal Monitoring by VC's Office: There are bodies under the VC's Office that are charged with routine monitoring of university-wide activities, such as the Audit Directorate and Directorate of Academic Planning and Quality Assurance, which are supposed to ensure compliance with the prescribed standards.

c) Statutory Committee: Constituted Council and Academic Board Committees are assigned roles to oversee critical aspect of the activities of the University as indicated in the following examples:

i. The Tender Board, Audit Report Implementation Committee and Committees of Council all have responsibilities to ensure a sound financial system of the University.

ii. The Development Committee has a central responsibility to ensure that overall development of the University is in conformity with the physical and other development plans of the University and report through the VC to Council. The role of this committee in this SP will be critical under Strategic Pillar Four, i.e. infrastructure.

iii. The Executive Committee of Academic Board

The Executive Committee takes decisions on behalf of the Academic Board and, in this regard, has implementation and monitoring responsibilities. Issues emanating from the Academic Units and special Academic Board sub-committees such as Academic Programmes Committees (APC) and Ad hoc Committees are scrutinised.

iv. Promotions and Appointments Committee

This is another important Committee that monitors quality, adequacy and appropriateness of the human resource for all sections of the University.

As can be seen, if these intricately interlinked institutional structures function optimally, the plan implementation will be a fulfilling success.

5.2.1 Overall Responsibility for Monitoring

For a plan like this to be successfully implemented, there is the need for a focal person or unit that will act as a whistle blower to alert the University of progress of implementation. The Directorate of Academic Planning and Quality Assurance (DAPQA) will be responsible for the general monitoring of the strategic plan within the University.

5.3 Evaluation

There should be a conscious effort to conduct an internal evaluation of the Strategic Plan by the first half of the third year to allow ample time for adjustments. The final evaluation should be organised at the close of the fifth year to facilitate preparation for the next plan. A committee should be formed to evaluate the plan at the mid-term and at the end of the plan. Annual activity reports will be presented to the DAPQA by various units responsible for the implementation of the plan to facilitate the process. In this regard, DAPQA should proactively obtain annual activity reports from the units.

6.0 Conclusion

Achievement of the strategic goals and objectives of this Plan will require collective determination of all stakeholders. It will also require creative and innovative ways of mobilising the needed resources to ensure not only the smooth successful take off, but a sustained growth of the University. In addition, conscious creation of a conducive environment, both social and physical, will minimise the likely stresses associated with emerging institutions in deprived areas.

References

Ghana Statistical Service (2020). Population by Regions, Upper West. Retrieved on March 29, 2021 from: statsghana.gov.gh/regionalpopulation. php?population=MTUwNDMxMDk2MS40NjA1&&Upper%20West&regid=9

GSS (2013). 2010 Population and Housing Census: Regional Analytical Report, Upper West Region. Ghana Statistical Service, Accra.

Republic of Ghana (2019). Act 1001: Simon Diedong Dombo University of Business and integrated Development Studies (Act 2019): Assemble Press, Accra. GPCL/ A000/450/08/2019.