



UNIVERSITY OF BUSINESS AND INTEGRATED DEVELOPMENT STUDIES

DRAFT INTERNATIONALISATION STRATEGY (2025-2029)

AUGUST 2024

FOREWORD

I am delighted to present the University of Business and Integrated Development Studies' (UBIDS) Internationalisation Strategy. As a university with a vision to be an internationally acclaimed centre of excellence in higher education, internationalisation is pivotal in all we do at the UBIDS. Our Internationalisation Strategy is, thus, embodied in a purposeful institutional commitment to integrating international and intercultural dimensions into all aspects of the University's teaching, research, and outreach engagements. Developed through an extensive consultative process and informed by the University's strategic vision, the strategy is guided by UBIDS' core values of excellence, inclusiveness, transparency, respect, and fairness. The evolving global landscape of higher education necessitates clearly articulating a university's international engagement goals, priorities, and direction. I am pleased to note that this Strategy effectively fulfils this imperative. It is a strategy developed in the UBIDS' way to fit our unique context.

Our commitment to comprehensive internationalisation means that fair and mutually beneficial partnerships are a critical plank of our internationalisation strategy, helping to strengthen our identity through teaching and learning, research and enterprise, as well as staff and student mobility. We highly value sustainable partnerships that expand our international reputation and produce globally competitive graduates with the requisite competencies for the challenges of an interconnected world. In this vein, I would like to acknowledge with appreciation the support the University received from the Dialogue on Innovative Higher Education Strategies (DIES) Training Programme titled "Management of Internationalisation 2023-24, which provided capacity building to the Directorate of International Collaborations to lead the development of this Strategy for the University.

Implementing the Internationalisation Strategy will enhance the university's global impact through developing locally and globally relevant curricula that connect to multiple areas of knowledge, increasing partnerships with global institutions, and internationalising research. This will result in co-creation of knowledge and international recognition of ideas emanating from UBIDS. Our Internationalisation strategy gives a gist of the fantastic things we seek to do and ignite interest in the future of BUIDS. I, therefore, invite you to support our efforts to fully realise our international ambitions as we embark on this global journey.

Prof. Emmanuel K. Derbile

Vice-Chancellor

ACKNOWLEDGEMENTS

Our profound gratitude goes to the Internationalisation Strategy Development Committee Chairperson, Prof. Millicent Awialie Akaateba and her team members, namely: Prof. Bernard Afiik Akanpabadaï Akanbang, Prof. Kojo Stanley Dary, Prof. Constance Awinpoka Akurugu, Prof. Frederick Dayour, Mr Joshua Batuayeluu Naasaa and Ms Clare Naah. Indeed, your expertise and commitment have produced a valuable document to guide the University's internationalisation efforts.

We also appreciate the support of various partners of the DIES Programme, including the German Academic Exchange Services (DAAD), the HRK (German Rectors' Conference), Leibniz University Hanover, the German Federal Ministry for Economic Cooperation (BMZ), the Jomo Kenyatta University of Agriculture and Technology, JKUAT (Nairobi, Kenya) and Dedan Kimathi University of Technology, DeKUT (Nyeri, Kenya), who provided valuable assistance and strategic direction to the Directorate of International Collaborations to spearhead the development of this strategy.

The support of the University's senior management, particularly the Offices of the Vice-Chancellor, the Pro-Vice Chancellor, and the Registrar, as well as the Academic Board, staff, students, and alumni of UBIDS, who played critical roles at various stages of the Strategy development process, is duly acknowledged.

EXECUTIVE SUMMARY

The UBIDS) was established as a public university in Ghana by Act 1001 of Parliament in 2019. With a mandate to become "an outstanding internationally acclaimed applied research and practical-oriented educational institution", and is committed to integrating a global dimension into its teaching, research, and community engagement activities. In December 2021, the University established the International Collaborations Office to proactively foster relationships with the international community, firmly recognising the importance of the internationalisation of higher education. In pursuit of this goal, the Vice-Chancellor formed an Internationalisation Strategy Development Committee to craft a comprehensive internationalisation strategy to help set UBIDS apart as a globally recognised centre of excellence for practical-oriented learning, teaching, and research in business and integrated development studies.

The Strategy was meticulously developed through a review of global best practices and extensive consultation processes involving surveys, high-level meetings, and workshops with various university stakeholders. It represents the University's deliberate first step towards integrating international perspectives into all aspects of its operations. The Strategy provides a comprehensive overview of UBIDS' history and its efforts towards internationalisation since its establishment. It delves into international and national frameworks that shape the University's approach to internationalisation, as well as barriers and facilitators it encounters. Additionally, the strategy explicitly outlines the University's vision and mission for internationalisation.

The Strategy outlines six strategic priorities with key action areas to advance UBIDS' internationalisation efforts from 2025 to 2029, namely:

- **Internationalise Teaching and Learning:** Integrate global perspectives into curricula, promote joint degree programmes, and facilitate virtual exchanges. Encourage staff and student mobility to create a diverse and globally relevant educational experience.
- **Internationalise Research and Innovation:** Build research capacity through international collaborations, participation in global research networks, and pursuit of international grants. Promote high-impact publications to increase global research output and impact.
- **Build Strategic Partnerships:** Establish and sustain partnerships with academic and non-academic institutions worldwide. Foster knowledge exchange, support joint research projects and create new teaching and community engagement opportunities.
- **Recruit International Students and Staff:** Attract international talent to enrich the University's cultural diversity. Develop a robust recruitment strategy, provide supportive services, and create a welcoming campus environment.
- **Foster Global Visibility and Reputation:** Showcase UBIDS's achievements, engage in international events and rankings, and highlight alumni successes to enhance global visibility and reputation.

- **Enable Institutional/Governance Structures:** Ensure effective governance and institutional support for internationalisation. Establish dedicated units to coordinate international activities and provide funding to promote global engagement.

This comprehensive Strategy is crafted to strategically position UBIDS to effectively address the evolving demands of the global higher education landscape. Successful implementation of the Strategy requires strong commitment from the University's leadership and stakeholders. By focusing on these six strategic priorities, UBIDS aims to create an inclusive and vibrant environment by fostering international partnerships, delivering quality education, and promoting impactful research.

LIST OF ACRONYMS

AUF	Agence Universitaire de la Francophonie
AAU	Association of African Universities
ADEA	Association for the Development of Education in Africa
AU-HEP	African Union Strategy for Harmonization of Higher Education Programmes
AU	African Union
AAU	Association of African Universities
DIES	Dialogue on Innovative Higher Education Strategies
DAAD	German Academic Exchange Services
DeKUT	Dedan Kimathi University of Technology
DICO	Directorate of International Collaborations
GTEC	Ghana Tertiary Education Commission
HRK	German Rectors Conference
IAU	International Association of Universities
ICO	International Collaborations Office
IHE	Internationalisation of Higher Education
JKUAT	Jomo Kenyatta University of Agriculture and Technology
UBIDS	University of Business and Integrated Development Studies
UAM	Université Abdou Moumouni
UDS	University for Development Studies
WAC-SRT	West African Centre for Sustainable Rural Transformation

1. OUR INTERNATIONALISATION HISTORY

Universities worldwide, including UBIDS, operate in a dynamic and globally interconnected environment where physical or national boundaries no longer restrict people, ideas, and knowledge. Thus, to be competitive and gain a global reputation for academic excellence and civic impact, UBIDS must be agile and outward-looking and revisit how and why it goes about its core business. The University was established as a public university in Ghana by an Act of Parliament (Act 1001) in 2019 and commenced operations in May 2020. It was created out of the University for Development Studies (UDS) with the mandate 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”. This mandate requires the University to develop an institutional commitment to deliberately and comprehensively incorporate an international, intercultural and global dimension into its teaching, research, and community engagement programmes to improve the quality and impact of its programmes on staff, students, and society.

The international history of UBIDS dates back to 2002 when the then Wa Campus of the University for Development Studies was established. Over time, it has attracted diverse students and staff and created collaborative partnerships for its programmes from across the globe in various fields, including development studies, planning, and anthropology. In particular, the UBIDS is host to the West African Centre for Sustainable Rural Transformation (WAC-SRT), a DAAD-funded Regional Centre of Excellence run as part of a collaborative project with partners including the University of Bonn, Germany, the Université Abdou Moumouni (UAM) Niamey, Niger, the University for Development Studies (UDS), Tamale, Ghana, and the University of Ghana. This project has resulted in the development of transdisciplinary research and teaching programmes to develop the capacities of graduate students and teaching staff to contribute meaningfully to sustainable rural transformation and political stability in West Africa. The WAC-SRT has also supported student mobility and research capacity programmes with various faculties and leveraged research funds to support the work of partner universities.

In December 2021, UBIDS established the International Collaborations Office (ICO), which was later regularised as the Directorate of International Collaborations (DICO) in January 2024 with the mandate to facilitate and coordinate external relations between the University’s faculty/staff, students, alumni, and the international community. The university’s internationalisation drive has been growing progressively since the establishment of the DICO. To date, the University has entered into various international agreements with diverse higher education institutions and organisations in Europe, North America, Africa, and Asia. These partnerships span a range of activities, including student and staff mobility, research and teaching capacity building, joint academic programmes, collaborative research and conferences, virtual exchange, and cultural exchange, among

others. As a result, the University is growing in its global profile and is positioning itself to leverage existing opportunities and become globally attractive to staff and students.

As part of the University's commitment to promoting bilingualism and producing employable graduates across the West African Sub-region, the UBIDS' French Language Centre and Department of Modern Languages provide opportunities for all students to study French language courses. The University is also a member of the Agence Universitaire de la Francophonie (AUF), a global network of French-speaking higher education institutions. With a strong institutional commitment to producing research with global reach and significance as well as competitive graduates for the job markets, the University, through the support of Academics Without Borders, Canada, has institutionalised research ethics and capacity-building programmes for its staff and is in the process of developing a flagship micro-credentials programme (the first of its kind in Ghana) for its graduate students. In addition, through virtual exchanges and physical mobility projects under the ERASMUS + Programme and other partnerships, students are exposed to cross-cultural experiences and professional mentorship. In furtherance of our institutional commitment to internationalisation, it is noteworthy to highlight that the development of this Internationalisation Strategy is the product of an international collaboration project dubbed DEIS Training Course "Management of Internationalisation 2023-24" coordinated by the German Academic Exchange Services (DAAD), the HRK (German Rectors' Conference) and Leibniz University Hanover.

This Internationalisation Strategy of UBIDS (2025-2030), developed through a broad stakeholder consultative process, serves as a strategic framework to guide all schools, faculties, and directorates of the University in fostering and nurturing global partnerships to increase the University's international presence and competitiveness. To achieve this, the Strategy takes on a comprehensive outlook that expands our international links beyond teaching and learning, including internationalising research and community outreach. Its broad goals, strategic priorities, and key action areas will serve as the fulcrum around which all the internationalisation activities of the University will be anchored.

2. CONTEXTS FOR INTERNATIONALISATION (GLOBAL AND NATIONAL)

The internationalisation of higher education (IHE) has been a persistent trend for numerous decades, leading to its incorporation as a crucial quality indicator in most international university rankings and national quality assurance guidelines. Internationalisation is shaped by global and national contexts, which determine the parameters to be adopted by a university alongside its vision and mission. Accordingly, this section presents an overview of the global, national, and institutional contexts that guided development of UBIDS' Internationalisation Strategy.

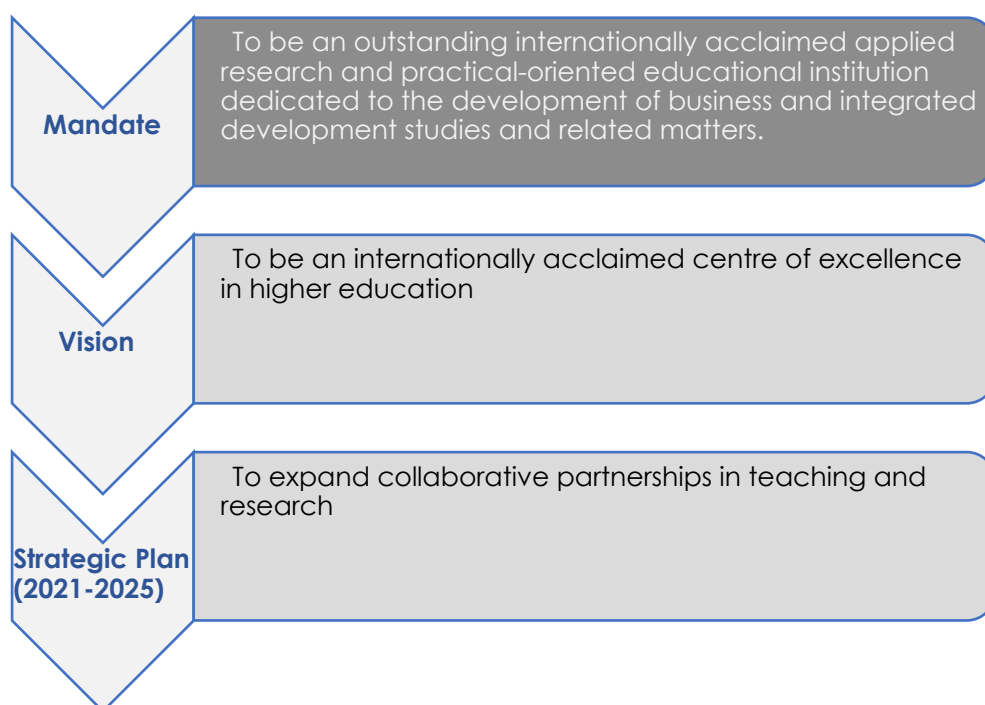
Global and Regional Context: Globalisation and regionalisation have changed the landscape of higher education. These trends have shifted education from a national process to a global one, offering vast possibilities for collaboration and global dissemination of knowledge. Accordingly, the 4th International Association of Universities (IAU) Survey revealed that internationalisation is a crucial aspect of a continuous transformative process. It offers significant opportunities for enriching graduates' global skills, values, and intercultural awareness. Consequently, universities across the globe aspire to enhance their international presence as a critical strategy to deliver quality education, contribute to the knowledge economy, and train globally employable graduates. This drive for internationalisation among universities has been facilitated by regional and supra-regional enabling policy frameworks, including the Lisbon Recognition Convention, the Bologna Process, the establishment of the European Higher Education Area, the Addis Convention on the recognition of studies, certificates, diplomas, degrees and other academic qualifications in Higher Education in African states and the African Union Strategy for Harmonization of Higher Education Programmes (AU-HEP), among others.

In Africa, there are increasing efforts towards regionalisation of higher education supported by organisations including the African Union (AU), the African Network for Internationalisation of Education (ANIE), the Association of African Universities (AAU), the Association for the Development of Education in Africa (ADEA) and the Pan-African University. These efforts promote intra-regional research, student and staff mobility and institutional quality assurance. The Internationalisation Strategy of UBIDS has been developed, considering these global, regional, and national trends.

National Context: Although Ghana currently has no national policy regulating the internationalisation of higher education, the country is a signatory to the African Union policy frameworks relating to the internationalisation and regionalisation of higher education. Ghana's Education Strategic Plan, 2018-2030, which guides all levels of educational engagement aims at "improving equitable access to world-class tertiary education", requires efforts towards internationalisation of tertiary education. To address the lack of a policy framework guiding internationalisation in tertiary institutions in Ghana, the Ghana Tertiary Education Commission (GTEC), established under the Education Regulatory Bodies Act (Act 1023) of 2020, initiated a policy dialogue in 2024 with key

stakeholders in the tertiary education sector to develop a national policy framework for transnational education. This framework, once finalised, will regulate transnational education activities in the country, including the internationalisation of higher education. The UBIDS' Internationalisation Strategy, thus, takes due cognisance of this budding policy development process while reflecting the university's strategic vision and priorities.

Institutional Context: The vision and mandate of UBIDS is to provide a clear rationale for developing a strategy for internationalisation.







Similarly, the University's Strategic Plan for 2021-2025 emphasises the development of collaborative partnerships, both locally and internationally, to advance teaching and research at the University. The plan emphasises the vital role of internationalisation activities, such as setting up an international office, facilitating staff exchange programmes, engaging in global research, and registering in international organisations and databases to realise the University's vision. Hence, the Internationalisation Strategy delineates the strategic priorities for the comprehensive internationalisation of the University, serving as a framework for all international activities.

2. UNVEILING UBIDS' BARRIERS AND FACILITATORS TO

INTERNATIONALISATION

The University's barriers and facilitators to internationalisation are crucial factors that can significantly impact our global expansion strategies. As a newly-established university, critical issues must be addressed to provide an enabling framework for realising our ambition of becoming an internationally acclaimed centre of excellence in higher education. These

fundamental issues influencing our comprehensive internationalisation efforts emanate from our internal weaknesses and threats posed by the external global environment. If managed well, they will become our key facilitators, serving as strengths to build on and opportunities to leverage.

<i>Internal Environment</i>		<i>External Environment</i>	
STRENGTHS 	WEAKNESSES 	OPPORTUNITIES 	THREATS 
<p>Multi-disciplinary and quality academic programmes in English</p> <p>Enthusiastic young staff with strong research skills</p> <p>International Office</p> <p>Strong institutional support for internationalisation</p> <p>A growing number of international projects</p> <p>Unique Practical Training Programme</p> <p>Staff affiliation to university's abroad</p> <p>Proximity to Francophone West Africa</p>	<p>Limited infrastructure and facilities</p> <p>University's remote location and unattractive name</p> <p>Fewer international students, staff and projects</p> <p>New university with low visibility, staff attrition and brain drain</p> <p>No internationalisation officers at the Faculty level and inadequate staffing of the International Office</p> <p>Limited international mobility of staff and students</p> <p>No hostel for international students/scholars</p> <p>Unfavourable academic calendar</p>	<p>External funding offers for internationalisation, e.g. ERASMUS+, DAAD, Horizon</p> <p>Increasing global and regional networks for internationalisation</p> <p>Peaceful and stable political system in Ghana</p> <p>Increased interest from international organisations for partnerships</p> <p>Advances in ICT and digital technologies for virtual exchange</p> <p>Presence of International Exhibition Opportunities</p> <p>Cooperation among Ghanaian universities towards internationalisation</p>	<p>Lack of national policy framework on internationalisation</p> <p>Limited government support for internationalisation</p> <p>Intense competition for international projects with established universities</p> <p>Government's moratorium on new staff recruitment across the public sector</p> <p>Visa and permit issuance difficulties</p>

4. VISION, MISSION AND PRINCIPLES OF ENGAGEMENT

VISION

The UBIDS' vision provides the basis for our international engagements. Accordingly, the vision of the Internationalisation Strategy is to position the University *as an*

internationally acclaimed centre of excellence for practical-oriented teaching, learning and research in business and integrated development studies.

MISSION

To stimulate quality international education through building strategic global partnerships and linkages that promote curriculum innovation, impactful research, and academic mobility opportunities for qualified staff, students, and alumni.

PRINCIPLES FOR ENGAGEMENT

The principles governing our international engagements are as crucial as our trajectory. Therefore, we must collaborate with due respect and understanding of our partner's needs while simultaneously upholding the University's overarching principles. The following core values will guide us in reaching our internationalisation mission and vision.

Commitment to excellence

Our reputation is built on our commitment to quality and excellence in our products and services. Therefore, our international engagements must uphold high academic and professional standards.

Diversity and inclusiveness

Our international engagements should be consistent with the university's core values of ensuring opportunity for all, freedom from discrimination, and promoting an inclusive culture by embracing diversity.

Integrity and transparency

Sustainable partnerships require trust, honesty and strong moral values. Hence, we must demonstrate unwavering commitment to clarity, integrity, and transparency in all our international collaborations.

Respectful and equitable partnerships

Our engagements with international partners must align with our University's core values of equity and respect. Whether it pertains to curriculum innovation, research collaboration, student recruitment, or academic mobility and diplomacy, we must support and respect the needs of all partners.

Professionalism and ethical work

All our international partnerships must adhere to the University's high ethical principles and professional standards and be consistent with local and national regulations and laws.

5. INTERNATIONALISATION GOALS

To reach our vision of becoming an internationally acclaimed centre of excellence for practical-oriented learning, teaching, and research, we seek to achieve the following goals:

- To train and develop globally-minded students and staff who thrive in an interconnected world.
- To generate research with global reach and significance through internationalising research and innovation.
- To increase our portfolio of strategic international partnerships and enhance our global impact.
- To promote diversity in our student and staff population and enrich our campus experience.
- To enhance our global presence and reputation.
- To strengthen governance and funding arrangements for internationalisation.

6. STRATEGIC PRIORITIES AND KEY ACTIONS

By working together within the University and with academia, industry, government, and other partners in Ghana and worldwide, our Internationalisation Strategy will remain focused on five key priorities to support the attainment of our goals.

6.1 Internationalise Teaching and Learning

6.1.1 Prelude/Context

Due to the demands of globalisation and the benefits internationalisation offers universities, UBIDS is conscious of the need to incorporate internationalisation into its core function of teaching and learning. Internationalisation of teaching in this Strategy manifests in various forms, namely: deployment of digitalisation in teaching and learning processes, integration of the international perspective in teaching, learning and collaborative research, joint degree awards, franchising of programmes in foreign countries and setting up branch campuses in other countries. As a strategic priority, each academic department is encouraged to develop ways by which it can best turn staff and students into truly global citizens and leaders who appreciate globally relevant issues within the context of their individual disciplines.

6.1.2: Rationale

Our objective is to leverage internationalisation to enrich and enhance teaching and learning through the sharing of experiences by faculty and students from diverse national contexts.

6.1.3 Key Action Areas

	Priority Actions
Int	a. Encourage collaborative, joint and/or dual/multiple degree programmes and scholarship schemes with universities abroad.

	b. Promote the internationalisation of curriculum and pedagogy intertwined with decolonisation and intercultural competencies across schools and faculties.
	c. Promote digitalisation, virtual exchanges, collaborative online international learning (COIL) and intercultural exchange initiatives.
	d. Promote visiting professor/scholar programmes.
	e. Strengthen staff and student international mobility.
	f. Create global alumni networks to enhance mentorship, networking, and knowledge sharing, especially in the Practical Training Programme (PTP).
	g. Seek global outreach opportunities for students and staff, and support the participation of universities abroad in our PTP programme.
	h. Facilitate the delivery of global-relevant professional development programmes.
	i. Leverage existing partnerships to franchise programmes in other countries.
	j. Set up branch campuses in other African countries such as Niger, Burkina Faso and Liberia, where the University has existing collaborative networks.
	k. Promote bilingualism/multilingualism through making foreign language studies compulsory for relevant study programmes.
	l. Institute an Internationalisation Week and sensitise students and staff on international engagements.

6.2 Internationalise Research and Innovation

6.2.1 Prelude/Context

Research, innovation, and entrepreneurship drive our quest for knowledge advancement, creative problem-solving, and socio-economic development. Through international collaborations, we aim to foster a culture that encourages exploration, experimentation, and the transformation of ideas into practical solutions that solve basic and complex societal problems. Through our commitment to research excellence, innovative thinking, and enterprise, we strive to make meaningful contributions to the world around us and empower individuals to create a positive change. Through international partnerships, we aim to promote a dynamic intellectual environment that advances impactful and pioneering research and enterprise to tackle both local development imperatives and global issues. UBIDS is dedicated to forging robust international connections that do not only enhance our research productivity and innovativeness but also the entrepreneurial potential of students and partners.

6.2.2 Rationale

We aim to foster strategic international partnerships that blend research, innovation, and entrepreneurship, leveraging their combined potential to address pressing societal challenges locally and globally.

6.2.2. Key Action Areas

	Priority Actions
research	a. Enhance the research capacity of staff and students, focusing on grant writing and research skills.
	b. Identify and participate in international research networks/hubs to promote

	international research collaborations.
	c. Effectively communicate international research funding opportunities and provide the necessary support for writing proposals.
	d. Promote joint international research grant applications.
	e. Encourage publications in high-impact journals and co-authorship of publications with multiple established international researchers.
	f. Be intentional about supporting staff to participate in international research conferences and workshops.
	g. Provide competitive internal research funding opportunities for staff to help advance the research foci of faculties and schools.
	h. Develop specific research foci and problem-solving areas in faculties and schools around which research efforts will orbit, strengthening the university-wide research agenda.
	i. Leverage existing partnerships to foster research collaborations with other institutions abroad.
	j. Promote collaborations with industry and third-sector partners to facilitate the transformation of our ideas and practices into innovations and entrepreneurial ventures.
	k. Deepen collaborative research with established local universities .

6.3 Build and Sustain Strategic Partnerships

6.3.1 Prelude/Context

Strategic partnerships and collaborations are crucial elements for the internationalisation of the UBIDS. Strategic partnerships will enable the University to transfer knowledge and provide value-added services to the international community while at the same time leveraging resources, knowledge, and experiences to address important local and global challenges. The University will focus on deepening the relationships with existing partners and actively seek new partnership opportunities with institutions in the global north and south operating in both the public and private sectors in a wide range of research areas, academic programmes, and community services while minimising its risk exposure.

6.3.2 Rationale

Our objective is to build fair and sustainable partnerships with academic and non-academic stakeholders worldwide to enhance our teaching, research and innovation capacity, promote international mobility and attract a diverse student and staff population.

6.3.2. Key Action Areas

	Priority Actions
<i>Buid</i>	a. Establish priority areas for partnerships and engagements, including the University's Practical Training Programme.

	b. Develop and disseminate a clear yet effective and robust process for establishing new partnerships.
	c. Identify and establish collaborations with regional and international partners whose work aligns with our University's mandate.
	d. Promote departmental engagements in capacity-building partnerships with targeted universities.
	e. Ensure that partnership engagements and agreements are fair, sustainable and in tandem with our principles of engagement.
	f. Adopt a strategic approach to regional engagement by targeting countries or regions with the potential for cross-institutional engagements.
	g. Leverage existing collaborations and informal networks from faculty to foster partnerships with non-governmental and international non-university stakeholders.
	h. Develop effective management and regular review procedures for existing partnerships.
	i. Identify and build relationships with international industry partners to promote innovation and entrepreneurship initiatives in the university.

6.4 Attract International Students and Staff

6.4.1 Prelude/Context

The recruitment of international students offers significant opportunities to enhance diversity, cross-cultural interactions, and the co-production of knowledge. The UBIDS, similar to other higher education institutions, is exposed to intense competition in a global environment where internationalisation has become more relevant than ever. Increasing the number of international students, thus, presents a vital avenue not only for promoting internationalisation at home, but for resource mobilisation in the current era of austerity (and diminished state funding). Students' experience and effective collaborations with global researchers thrive in a conducive environment and infrastructure. Thus, our priority is to provide an internationally friendly and conducive university environment and support services that meets the diverse needs of international students, staff and collaborators and provide them with a holistic learning experience.

6.4.2 Rationale

This priority area aims to attract the best global and regional talents, students and staff, as well as increase the proportion of international students and staff within Africa and beyond.

6.4.3. Key Action Areas

	Priority Actions
Attract	a. Develop an international students/staff recruitment strategy based on a market-led approach.
	b. Develop a user-friendly webpage for international student admissions and advertise competitive regional tuition fees for graduate students.

	c. Simplify international student admission procedures and promote timely assistance to prospective international applicants.
	d. Invest in standard and modern infrastructure, including fit-for-purpose lecture halls, libraries, recreational facilities and workspaces.
	e. Build international students/staff hostel of adequate standard to provide the needs of international students and staff.
	f. Establish chairs for outstanding international scholars in novel areas.
	g. Ensure aggressive marketing and publicity about the university, its programmes and achievements to attract the international community.
	h. Engage international student recruitment agents and harness the enthusiasm of alumni to support international student recruitment activities.
	i. Partner with universities and scholarship providers abroad to attract high-quality international students.
	j. Facilitate internship placements and promote student international exchange and mobility programmes through ERASMUS.
	k. Provide welcome, orientation and other student support services including liaising with Embassies/High Commissions to facilitate student visa acquisition.
	l. Build the capacity of staff to respond to students and alumni queries and enable them to deliver the best experience for our international students.

6.5 Enhance our Global Visibility

6.5.1 Prelude/Context

At UBIDS, it is imperative to give crucial importance to our profile and reputation, which impact our visibility locally and internationally. This is ensured by considering how our actions are perceived by the public and our standing among stakeholders. The University's reputation relies on how credible and legitimate we appear to students, faculty, organisations, practitioners, and partner academic institutions. We understand the significance of maintaining a visible profile and high reputation as we enthusiastically work towards our goals, both locally and internationally. It becomes the collective responsibility of management, faculty, staff, students, and partners to enhance the University's profile and showcase it to the rest of the world.

6.5.2 Rationale

The aim of this priority area is to strengthen the profile and reputation of UBIDS to ensure that our actions are viewed positively by the public and stakeholders, thereby reinforcing our credibility and legitimacy on both local and international fronts.

6.5.3 Key Action Areas

	Priority Actions
Enhance	a. Create awareness among students, staff, faculty, partners, and stakeholders about the brand values of the University.
	b. Create and update staff profiles on the University's website.
	c. Adopt a university business name that is marketable to the local and international

	community.
	d. Be intentional about supporting staff to participate in international conferences and exchange programmes.
	e. Vigorously use both traditional and electronic media to communicate the uniqueness of the UBIDS locally and internationally.
	f. Build and support alumni associations, institute alumni programmes and showcase their success stories to the world.
	g. Develop attractive and impactful local and international events at UBIDS that draw influential personalities.
	h. Proactively publicise and celebrate international research excellence of staff and students within and outside the University to raise the University's profile.
	i. Create a presence of the UBIDS in the national capital/regional cities and on social media.
	j. Consciously work towards UBIDS' participation in international University rankings by its fifth year of existence.
	k. Initiate and manage programmes for visiting delegations and engage with Embassies and High Commissions in Ghana and abroad.
	l. Participate in strategic international competitions and exhibitions
	m. Encourage staff and graduate student research publication in targeted high-impact and highly cited publication outlets
	n. Create and maintain a database of all international activities of the University

6.6 Enabling Institutional/Governance Structures for Internationalisation

6.6.1 Prelude/Context

The success of internationalisation efforts relies heavily on well-designed governance structures, institutional buy-in and a commitment from university leadership. As a young university, we are committed to fostering a global perspective and expanding our reach in the international community. This necessitates putting in place supportive policies and procedures across the University that are responsive to our needs. Our dedication to internationalisation is evident in the establishment of the Directorate of International Collaborations and the Directorate of Research and Innovation, which serve to coordinate our international activities and advance our research initiatives.

6.6.2 Rationale

This strategic priority aims to establish effective governance systems, including financial and human resources, to maximise opportunities for international engagement and collaboration with partners.

6.5.3 Key Action Areas

	Priority Actions
En abli ng	a. Decentralise internationalisation structures to the faculty/school level, including the appointment of coordinators.

	b. Fully set up the Directorate of International Collaborations with three requisite units/divisions in Annex 1 (Partnerships, Support Services and Marketing).
	c. Promote the integration of an international dimension into new university policies and policies under review.
	d. Develop Faculty/School Internationalisation action plans that align with the broader University priorities outlined in this Strategy.
	e. Aggressively mobilise resources for the internationalisation agenda of the University.
	f. Create a dedicated budget line for international activities at the central university and faculty/school level.
	g. Institutionalise a regular bulletin to highlight the international activities of staff and students of the university.
	g. Build staff capacity at the international office to drive the internationalisation agenda.

7. STRATEGY MONITORING, EVALUATION AND REVIEW

As internationalisation is a multifaceted and ever-changing process, it is crucial to carefully implementation of the Strategy. This necessitates the formulation of suitable performance indicators to measure our success in the short-, medium-, and long-term across our six strategic priorities:

- Internationalise Teaching and Learning
- Internationalise Research and Innovation
- Build and Sustain Strategic Partnerships
- Attract International Students and Staff
- Enhance our Global Visibility
- Develop enabling Institutional/Governance Structures for Internationalisation

The strategy adopted for comprehensive internationalisation is broad, covering all activities of the University. As such, it is a dynamic document, subject to revision to reflect changes in the internal or external environment. This approach ensures that the strategy remains relevant and up-to-date, aligned with the University's goals, and well-positioned to adapt to emerging trends and challenges. Therefore, we will report annually on our progress, drawing from the measures of success outlined in Annexure 2.

This strategy will be reviewed after five years of implementation, and an ex-post evaluation will be conducted in 2030.

8. CONCLUSION

The UBIDS recognises the crucial role of internationalisation in delivering quality education and generating research with global reach and significance. As such, this internationalisation strategy marks the first step towards our deliberate effort to internationalise our teaching,

research, and outreach services. The Strategy outlines our goals and strategic priorities for internationalisation across six focal areas and sets forth performance indicators to measure success. As the next steps towards realising our set goals for comprehensive internationalisation, we will focus on developing a communication plan to widely disseminate our strategy and further boost our internationalisation drive through developing Internationalisation action plans at the faculty/school/directorate levels.

We firmly believe sustainable partnerships are built on trust, mutual respect, and fairness. To this end, we are committed to upholding the highest ethical standards in all our engagements with our valued partners. We aim to create truly transformative experiences for our staff, students, and partners. In today's world, marked by unprecedented interdependence and complexity, the UBIDS is fully committed to equipping our students with the skills and knowledge they need to become global citizens capable of making a meaningful impact on the world's most pressing challenges.

This strategy embraces a comprehensive approach to internationalisation that incorporates all of the University's activities. The success of this approach thus relies on the collective effort, goodwill, and outward-looking attitude of the entire university community. To this end, everyone associated with the University, including students, staff, and partners, both past and present, at home and abroad, has a crucial role in realising the UBIDS GLOBAL objectives. With the support and active engagement of the entire community, we can build on our existing international strengths and connections to achieve our ambition of becoming an internationally acclaimed centre of excellence for practical-oriented teaching and research.

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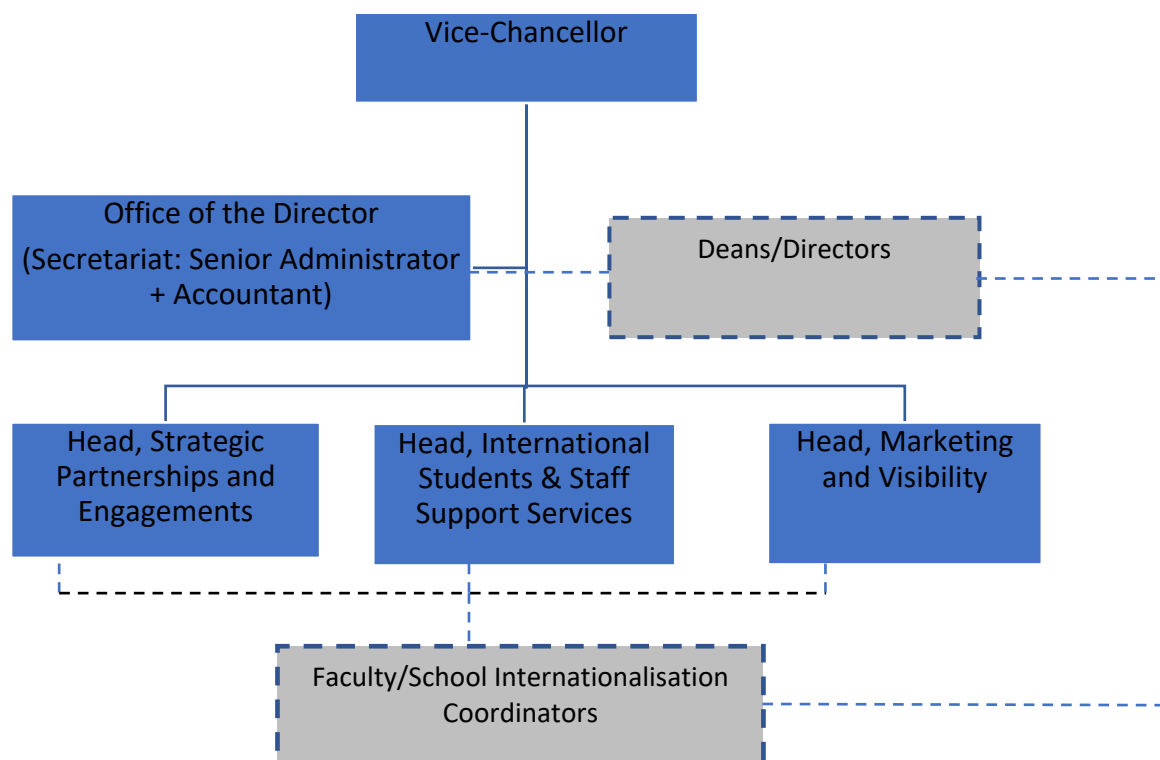
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ANNEXURE 1: ADMINISTRATIVE SET UP OF THE DIRECTORATE OF INTERNATIONAL COLLABORATIONS



ANNEXURE 2: PERFORMANCE INDICATORS

Strategic Priority	Our Measures of Success (Performance Indicators)
1. Internationalise Teaching and Learning	a. Number of collaborative degree programmes developed
	b. Number of programmes with internationalised curricula
	c. Number of staff and students participating in virtual exchange programs and intercultural communication
	d. Number of international visiting professors/scholars
	e. Number of students and staff involved in mobility programmes
	f. Number of alumni networks established
	g. Number of international partners/students participating in the PTP programme
	h. Number of graduate professional development modules established and available to students
	i. Number of programmes franchised and campuses established in foreign countries
	j. Number of students enrolled in foreign language courses
	k. Numbers of staff and students participating International Week activities
2. Internationalise Research and Innovation	a. Number of staff participating in research capacity building (grant writing and research skills) training programmes
	b. Number of international research hubs/networks in which SDD-UBIDS or its staff are members
	c. Number of international funding opportunities publicised
	d. Number of grants won by SDD-UBIDS staff or jointly with the faculty of other institutions abroad
	e. The number of publications with international co-authorship published in high-impact journals
	f. Number of staff participating in international research conferences and workshops
	g. Amount of internal research funding disbursed to support faculty research foci
	h. The number of faculties and schools with defined research foci and problem-solving areas.
	i. The number of MOUs signed with renowned universities abroad for research engagements
	j. The number of successful collaborations with industry practitioners resulting in technology transfer or entrepreneurial ventures
	k. Number of collaborations with research-intensive local universities
3. Build and Sustain Strategic Partnerships	a. Number of priority Areas defined for international partnerships for the next five years
	b. Staff awareness of procedures and MOU templates for international partnerships
	c. Number of regional collaborations established and active
	d. Number of departments with joint capacity building initiatives with international partners

Strategic Priority	Our Measures of Success (Performance Indicators)
	<ul style="list-style-type: none"> e. Number of MOUs and agreements reviewed for potential collaboration f. Number of countries targeted for cross-institutional and multi-functional engagements g. Number of collaborations/partnerships made with non-governmental and international non-university stakeholders for outreach activities h. An MOU/Agreement management and review policy/system in place i. The number of successful collaborations with international industry partners to promote innovation and entrepreneurship
4. Attract International Students and Staff	<ul style="list-style-type: none"> a. Existence of a functional international Students' and Staff recruitment strategy b. Presence of an active user-friendly webpage and easily discoverable portals for international students c. Number and types of support systems in place for international students d. Availability of standard infrastructure and facilities e. Availability of a fit-for-purpose accommodation for international students/staff f. Number of new chairs/Units created for international scholars g. Visibility of SDD-UBIDS across the sub-Saharan African region and beyond h. The number of international student recruitment agents and alumni ambassadors i. The number of collaborations with partners in Ghana and abroad to offer scholarships to students j. The number of incoming international students/interns/staff at SDD-UBIDS k. Well-resourced international office and staff to provide warm welcome and support services to international students and staff
5. Enhance our Global Visibility	<ul style="list-style-type: none"> a. Percentage increase in awareness levels among students, staff, and partners about the brand values of the University b. Percentage of staff with updated profiles on their webpages c. A business name for the university identified and in use d. The number of staff supported to participate in international conferences and exchange programmes e. Visibility of the unique selling proposition of SDD-UBIDS locally and internationally f. The number of alumni associations and programmes instituted and success stories showcased to the global audience g. The number of impactful events organised that attract influential personalities and experts h. Number of staff celebrated for international research excellence i. SDD-UBIDS Office opened in Accra and is visible in other African cities j. The number of international ranking agencies that include SDD-UBIDS in their rankings k. The number of international delegations visiting SDD-UBIDS and the number of Embassies and High Commissions visited by SDD-UBIDS

Strategic Priority	Our Measures of Success (Performance Indicators)
	l. The number of national and international competitions and exhibitions participated in to showcase the University's brand values
	m. Number of research works published in targeted high-impact outlets
	n. Availability of an active and up-to-date database of all international activities ongoing in SDD-UBIDS
	o. Number of UBIDS offices established in strategic locations
6. Enabling Institutional/ Governance Structures for internationalisation	a. Number of faculties with internationalisation coordinators
	b. Number of Departments, staff and logistics available at the Directorate of International Collaborations
	c. Number of University-wide and faculty/school-level policies/strategies/plans with an international dimension
	d. Number of Faculties/Schools/Directorates with internationalisation action plans that align with the University Internationalisation Strategy
	e. Amount of funding dedicated to the Directorate of International Collaborations and faculties/schools to promote internationalisation
	f. Number of Issues of the bulletin (DICO SPOTLIGHT published
	g. A well-resourced (human & financial) Directorate of International Collaborations

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