



UNIVERSITY OF BUSINESS AND INTEGRATED DEVELOPMENT STUDIES

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STRATEGIC PLAN, 2026-2030

Accelerating Transformative
Growth for Academic Excellence

December, 2025



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PREFACE

The University of Business and Integrated Development Studies (UBIDS) is proud to present its Second Strategic Plan covering the period 2026 to 2030. This plan builds upon the foundation and progress made through the University's inaugural Strategic Plan (2020-2025), which guided the University through its formative years following its establishment in 2020. The new plan reflects the University's renewed commitment to excellence in teaching, research, innovation, and community engagement, as well as its aspiration to be an internationally acclaimed centre of higher learning in business and integrated development studies. The 2026-2030 Strategic Plan provides a comprehensive framework for institutional transformation and sustainable growth. It articulates the strategic goals, objectives, and actions that will steer the University toward strengthening academic quality, enhancing infrastructure, promoting impactful research, deepening partnerships, and ensuring financial sustainability. Rooted in the University's vision, mission, and core values, the plan serves as a blueprint for aligning UBIDS' operations with national development priorities and global educational standards.

The preparation of this plan resulted from an extensive and participatory process, marked by broad consultations with key stakeholders both within and outside the University. Valuable insights were gained from participation of the Governing Council, Management, Deans and Directors, Heads of Departments, student leaders, labour unions, traditional authorities, civil society organisations, and development partners. Their contributions ensured that the plan reflects the collective aspirations and shared commitment of the entire UBIDS community. I will therefore like to thank the Strategic Planning Committee and all key stakeholders who participated in the planning process for the leadership and contributions that have birthed a visionary and accelerated transformative agenda for the development of the University within the next five years (2026 to 2030).

This Second Strategic Plan is more than a roadmap; it is a testament to our collective resolve and a bold statement to transform the University,

nurture innovation, and advance our contribution to national, regional and global sustainable development.

Prof. Emmanuel Kanchebe Derbile
Vice-Chancellor

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EXECUTIVE SUMMARY

Background and Rationale

This Strategic Plan provides the medium-term development framework to guide the growth, consolidation, and transformation of the University over the 2026-2030 period. It builds on the achievements, lessons, and implementation gaps identified under the previous strategic plan, while responding to emerging internal and external challenges affecting higher education delivery, research relevance, institutional sustainability, and student welfare. The Plan is anchored in the University's statutory mandate, national higher education policies, and global best practices. It responds to critical issues identified through institutional reviews, stakeholder consultations, and environmental scanning, including governance and management capacity, programme relevance, infrastructure deficits, staff development needs, financial sustainability, research impact, student welfare, and institutional visibility.

Planning Preparation Approach

The Strategic Plan was developed through a participatory, consultative, and evidence-based process. Key stakeholders involved included University Council and Management, academic and non-academic staff, students, alumni, traditional authorities, industry partners, and other relevant external stakeholders. The planning process combined: a situational and environmental analysis (internal and external); review of institutional performance data and policy documents; and alignment with national development priorities and higher education regulatory frameworks. This approach ensured ownership, realism, and strategic alignment, while providing a solid basis for implementation and accountability.

Strategic Framework and Pillars

The Strategic Plan is anchored in the University's vision, mission, and core values and is organised around ten mutually reinforcing strategic pillars:

- Leadership, Governance, and Management – strengthening institutional leadership, accountability, ethical conduct, quality assurance, and digital governance systems.
- Market-Driven and Practical-Oriented Academic Programmes – expanding relevant, flexible, and industry-aligned programmes, including experiential and technology-enabled learning.
- Infrastructure Development and Campus Modernisation – addressing physical, digital, safety, and environmental infrastructure needs across campuses.
- Spatial Planning – enhancing mobility, walkability, and safety on campus; and greening and beautification of campus
- Human Resource Development and Learning – enhancing staff recruitment, capacity development, motivation, and retention.
- Impactful Research and Sustainable Collaborations – promoting applied research, innovation, community engagement, and strategic partnerships.
- Resource Mobilisation and Financial Sustainability – diversifying funding sources, strengthening internally generated funds, and improving financial management systems.
- Welfare and Recreation – improving student and staff welfare, health, safety, housing, and recreational facilities.
- Branding and Communication – enhancing institutional visibility, reputation, stakeholder engagement, and strategic communication.

Each pillar is supported by clearly defined goals, objectives, strategies, activities, performance indicators, timelines, responsible units, and indicative costs.

Theory of Change

The Strategic Plan is underpinned by a results-based Theory of Change, which assumes that if the University invests in strengthened governance and leadership, market-relevant academic programmes, modern

infrastructure, competent and motivated staff, impactful research, sustainable financing, improved welfare systems, and effective branding, then it will deliver high-quality teaching, relevant research, improved student outcomes, and stronger stakeholder confidence. These changes are expected to lead to improved institutional performance, enhanced graduate employability, increased research impact, financial sustainability, and an elevated national and international profile. Ultimately, the Plan aims to position the University as a leading centre of excellence contributing meaningfully to national and regional sustainable development.

Cost of the Strategic Plan and Financing

The Strategic Plan is fully costed, with indicative budgets assigned to each strategic pillar and major activity over the five years. The total cost of implementing the Plan is Four Hundred and Fifty-Seven Million Three Hundred and Thirty-One Thousand, Six Hundred and Thirteen Ghana Cedis (GH¢ 457,331,613.00). This total cost reflects the scale of planned infrastructure development, spatial planning and beautification, human resource investments, academic programme expansion, research support, and welfare improvements. Financing of the Plan will be achieved through a mix of: Government subventions; Internally Generated Funds (IGF); Grants and donor funding; Strategic partnerships and collaborations; and Public-Private Partnerships (PPPs). Annual budgeting and resource prioritisation will be aligned with the Strategic Plan to ensure financial discipline and feasibility.

Implementation Arrangements

Implementation of the Strategic Plan will be undertaken within the University's existing governance and management structures. The University Council will provide overall policy direction and oversight, while the Vice-Chancellor and Management will be responsible for day-to-day strategic leadership. A dedicated Strategic Plan Implementation Monitoring mechanism (Executive Committee), coordinated by the Directorate of Academic Planning and Quality Assurance, will ensure cross-unit coordination and accountability. Colleges, Faculties, Directorates, Departments, and Units will translate the Strategic Plan into Annual Operational Plans (AOPs) and budgets, clearly defining roles, responsibilities, and deliverables. Implementation has been phased over

the plan period to reflect institutional capacity, funding availability, and priority sequencing.

Monitoring, Evaluation, and Learning (MEL) Arrangements

A results-based management approach, aligned with the Plan's objectives, indicators, and Theory of Change, is adopted for monitoring the Plan implementation. Key features include: targets for each strategic objective; routine quarterly and annual monitoring and reporting by responsible centres; annual performance reviews to inform management decisions and budget adjustments; and mid-term and end-of-plan evaluations. Findings from monitoring and evaluation will be systematically used for institutional learning, adaptive management, risk mitigation, and continuous improvement.

All in all, the Strategic Plan provides a coherent, realistic, and results-oriented framework to guide the University's development over the 2026-2030 period. Through disciplined implementation, effective monitoring, and sustained stakeholder engagement, the Plan positions the University to achieve institutional excellence, financial sustainability, and meaningful societal impact.

1.0. INTRODUCTION AND BACKGROUND

1.1. About the University of Business and Integrated Development Studies (UBIDS)

Through an Act of Parliament (Act 1001) of 2019, the Wa Campus of the University for Development Studies was converted into the Simon Diedong Dombo University of Business and Integrated Development Studies (SDD-UBIDS) in May 2020. In December 2025, the prefix Simon Diedong Dombo was removed by an amendment of Parliament (Simon Diedong Dombo University of Business and Integrated Development Studies [Amendment] Bill, 2025). The Act that established the university mandates it to be an outstanding, internationally acclaimed, applied research and practically oriented educational institution dedicated to the development of business and integrated development studies and related matters.

The UBIDS, established in 2019, initially comprised two faculties, one school, and one department: the Faculty of Integrated Development Studies (FIDS), the Faculty of Planning and Land Management (FPLM), the School of Business and Law (SBL), and the Department of Social Science and Business Education (DoSSBE). Three additional faculties and two schools have been added since its establishment, bringing the total number of faculties/schools to eight, in addition to the School of Graduate Studies, which coordinates interfaculty graduate programmes. The new faculties and schools include the Faculty of Social Science and Arts (FSSA), the Faculty of Public Policy and Governance (FPPG), the Faculty of Information and Communication Technology (FICT), the School of Education and Lifelong Learning (SoELL), and the School of Law (SoL). Teaching, learning, and research are conducted across 36 departments and four centres: the Centre for Migration and Security (CMS), the West African Centre for Sustainable Rural Transformation (WAC-SRT), the Centre for Gender, Diversity and Social Inclusion, and the Centre for Career Guidance and Entrepreneurship Development.

The UBIDS offers a wide range of academic programmes. These include certificates, diplomas, undergraduate degrees, master's, and PhD programmes designed to meet the needs of diverse student groups, including the working population. The current programmes include two (2) certificate programmes, 61 undergraduate programmes, 23 diplomas, and 81 master's (39 regular and 42 IDEL) programmes. The University also provides 23 different PhD programmes across seven faculties and schools. These programmes aim to improve access to higher education for all categories of students seeking to advance their academic and professional opportunities. Through its extensive portfolio of academic offerings, the University aims to create inclusive and flexible pathways to higher education, supporting both traditional and non-traditional learners, especially from deprived communities within its catchment area.

As a university with a special mandate for applied research and practical-oriented education in business and integrated development studies, the Directorate of Community Outreach and Business Incubation (DCOBI) was established to implement the community outreach practical training (PTP) programme and business incubation component. The PTP is mandatory, with all students expected to undertake the programme. The business incubation aspect had implemented three cohorts from 2022 to 2025 under the Kosmos Innovation Centre project sponsored by the MasterCard Foundation. The UBIDS business incubation programme is housed at the University rented Old Plan Ghana building, near the Upland Hotel.

1.2. Background to the Second Strategic Plan (2026–2030)

The UBIDS was established with a core mandate to provide higher education, research, and community service in areas that promote sustainable development, business innovation, and social transformation. The mission of the University is to provide quality teaching, learning, development-oriented problem-solving, research, and innovation, practical training to qualified and capable persons and institutions through: the deployment of ICT and constant review of our programmes, curriculum, and teaching methodology. In pursuit of this mission, the University launched its maiden Strategic Plan (2020–2025) to guide institutional growth and set the foundation for academic excellence, efficient governance, and community impact. That plan provided a critical roadmap for consolidating

the University's identity following its establishment, outlining strategic objectives across teaching and learning, research and innovation, institutional governance, infrastructure development, and stakeholder engagement.

Over the past five years, the implementation of the 2020-2025 Strategic Plan has achieved significant progress. The UBIDS has expanded its portfolio of academic programmes aligned with national development priorities, Agenda 2063: The Africa we Want, and the Sustainable Development Goals (SDGs). It has made notable advances in strengthening administrative systems, enhancing staff and student welfare, and broadening partnerships with local and international institutions. Despite these achievements, emerging global challenges, rapid technological advancements, and shifting higher education landscapes highlight the need for a refreshed strategic focus. In this context, the University introduces its second Strategic Plan (2026-2030). Building on the successes and lessons of the first plan, this new strategic framework aims to consolidate the gains made, deepen institutional transformation, and guide UBIDS towards its vision of becoming an internationally recognised university known for excellence in business education, integrated development research, and innovation-driven community engagement.

A strategic plan is essential for the University's continued growth and relevance. It provides clear guidance for aligning goals, making efficient use of resources, promoting accountability, and keeping the University's activities responsive to both national and global changes. For UBIDS, the second strategic plan will build on initial successes and establish the University as a hub of academic excellence and applied research with regional and international influence. Ultimately, the 2026-2030 Strategic Plan demonstrates UBIDS's dedication to ongoing improvement, internationalisation, and excellence in teaching, research, and service – reaffirming its commitment to developing future leaders and making meaningful contributions to sustainable development in the Upper West Region, Ghana, Africa, and beyond.

2.0. REVIEW OF 2020-2025 STRATEGIC PLAN

2.1. Strategic Achievements of UBIDS (2020-2025)

The University's inaugural strategic plan, covering the period from 2021 to 2025, is based on three focal areas: building strong institutions, fostering a happy student community, and promoting a supportive alumni network. The plan laid the foundation, and it is anticipated that the forthcoming plan will consolidate gains and strategically position the university for strengthening transformative growth and impact. The first plan rapidly transitioned the UBIDS into a dynamic institution of higher learning in Ghana. The University has experienced not only a significant transformation in structure but also in the variety of programmes it offers. The period under review marked a significant phase in UBIDS's growth and institutional development, reflecting its growth in academic scope and commitment to educational excellence.

Two key achievements during this period were in the areas of structural and institutional development. Progress in institutional development included significant advances in strengthening university governance and the regulatory framework. Notable milestones included the promulgation of 16 policy documents covering the University Statutes, the Administrative Manual, the Quality Assurance Policy, the Sexual Harassment Policy, Research and Innovation Policy, Directorate of Community Outreach and Business Incubation Policy, Plagiarism Policy, Relationship Policy, Centre for Career Guidance and Counselling Services Policy, Staff Development and Conferences Policy, Anti-Corruption Policy, and the Graduate Policy, among others. There were also policies formulated to regulate the activities and welfare of junior members of the university, covering examinations and student conduct, thereby laying a strong foundation for institutional governance and academic integrity. These policy documents have enhanced transparency, accountability, and university operations.

In the area of structural growth during the first strategic period, the University experienced considerable growth in administrative structure and capacity: The University established the requisite management and administrative structures such as the directorates of Human Resources Management, Finance, Internal Audit, Procurement, University Relations, Academic Affairs, General Administration, Sports, Directorate of Community Outreach and Business Incubation (DCOBI), Directorate of Works and Municipal Services (DWMS), Directorate of Health Services, Directorate of Information Management Systems, Directorate of International Collaborations, and Directorate of Academic Planning and Quality Assurance (DAPQA) ensuring effective decision-making and operational efficiency. The creation of new directorates to support academic and administrative functions resulted in a significant increase in the human resource capacity, both in quantity and quality, to meet the demands of the expanding academic environment. The academic faculty comprises 219 full-time and 73 part-time staff, for a total of 292, while the non-teaching staff comprises 131. These achievements reflect UBIDS's strong commitment to building a robust institutional framework that supports academic excellence, inclusivity, and long-term sustainability.

2.2. Current Challenges and Priorities

Despite these achievements, some challenges remain to be addressed during the second strategic plan period, 2026-2030. Key among these is the huge physical infrastructure deficit, which the University has been grappling with since its inception. Initiated GETFUND projects, which were considered very crucial to addressing the infrastructural development needs of UBIDS, such as the library complex, lecturer hall buildings, an auditorium, an office complex, and student hostel facilities, remain to be completed due to perennial funding gaps over the past five to eight years. The UBIDS still lacks a central administration block to house all its administrative and management staff in one building. Space for teaching, learning, and laboratory services has not kept pace with academic demands, leading to a reduction in student-lecturer contact time per course to create more lecture spaces. Related to the challenges mentioned above is the issue of low student intake across nearly all programmes, except for the Schools of Business.

Further challenges include the duplication of courses across faculties, inconsistent enforcement of teaching standards, and insufficient integration of new technologies for teaching, learning, and research. Additionally, limited lecture contact hours hinder the overall academic experience. The new strategic plan must include programme and staff rationalisation measures to improve quality and efficiency in course delivery. It should also develop innovative ways to promote interaction between students and faculty, making the use of new technologies a core component of the plan. As UBIDS progresses in establishing new programmes and partnerships while attracting a diverse client base, it must adequately prepare for the varying needs and demands related to gender, ethnicity, religion, and disability. The University should seek methods to harness and nurture this diversity, promoting further growth and development, and create the proper institutional framework to support this effort, making it a central focus of the institution.

Related to the issue of low student intake is the marketing and visibility of the university and its programmes, which remain a challenge as UBIDS is still perceived as a campus of UDS in Wa, even several years after the campus gained autonomous status as a full university. The new plan emphasises the UBIDS brand as a vital part of its marketing and visibility strategy. As a mandatory programme requiring the participation of all students enrolled in UBIDS, the PTP community outreach component has been constrained by financial and logistical shortfalls, with varying implications on the quality of the practical training offered to students. It is also worth noting that many of the directorates established over the past four years have not yet had their complement of sub-offices with the necessary personnel in place. The sub-offices of some critical directorates, such as the Directorate of University Health Services, the Directorates of IMS, University Relations, the Directorate of Sports, the School of Graduate Studies, the Directorate of Research, the Directorate of International Collaborations, and the Directorate of Academic Planning and Academic Quality Assurance, are still to be fully operationalised to improve effective administration and student welfare.

It could also be argued that the first strategic plan was quite overambitious in the number of new schools and faculties it aimed to establish. Aside from the School of Law, many of the proposed schools and faculties could not be realised. These include the School of Basic Sciences, the Faculty

of Applied and Allied Health Sciences, the Faculty of Agriculture and Food Processing Technology, the School of Tourism and Hospitality, the Faculty of Sustainable Built Environment, and the School of Medicine. Feasibility studies for establishing the Schools of Medicine and Allied Health are ongoing, with programmes due for accreditation. It is expected that the next strategic phase will include the appointment of Deans and relevant committees to oversee the rollout of the medical and allied programmes, while maintaining a modest approach to growth plans.

The University has faced significant security and safety concerns since its inception. These include poor deployment of campus guards, poorly protected perimeter infrastructure, and a weak emergency response capacity due to the lack of well-equipped police, fire, and ambulance stations. The limited deployment of surveillance systems and security infrastructure hampers effective monitoring of security breaches, posing risks not only to the safety of students and staff but also to university property and critical facilities. Even though building happy students and alumni support systems were two of the strategic outcomes of the first strategic plan, not much was achieved in those areas, because many students continue to stay in deplorable hostels outside campus, and there is also a lack of student support services in the areas of career counselling, decent washrooms, wellness, and sporting facilities on campus.

Making the University financially stable is imperative. The University's funding sources must shift from government, which currently accounts for a significant share of university education funding, to reliance on internally generated funds. The UBIDS must focus on diversifying its internally generated funds amidst low student numbers during the next strategic planning period. This must be informed, guided, and inspired by a new strategic direction on resource mobilisation from many revenue streams, as well as their judicious application and use.

3.0. THE STRATEGIC PLANNING PROCESS

This Strategic Plan is the outcome of several months of extensive engagement and deliberations involving a diverse range of stakeholders and the University's leadership. A twelve-member Strategic Planning Committee led the process. The committee reviewed the University's vision and mission and developed strategic goals that address emerging challenges both within the University and in its broader operating environment. Recognising that the process of developing the Strategic Plan significantly influences its quality, acceptability, ownership, and long-term sustainability, a participatory approach was adopted.

As part of its methodology and approach, the Committee took the following steps: reviewed the UBIDS's 2020-2025 Strategic Plan; engaged with an array of stakeholders including the University Management, Deans/ Directors, Heads of Departments, Administrators and Senior Members, Traditional Authorities, the surrounding communities, Labour Unions and Groups, Non-Governmental Organisations and Religious Bodies, Senior Staff Association of Ghana, TEWU, GAUA, UTAG, Heads of Departments and Agencies, Professional Associations, and Student Unions. This inclusive process ensured that the Strategic Plan reflects the collective perspectives, experiences, and aspirations of all key stakeholders. This thorough review process, supported by multiple engagements, helped us understand the successes, learn lessons, and recognise challenges during the implementation of the past strategic plan. These insights laid the foundation for the strategic goals and objectives outlined in the 2026-2030 strategic plan.

3.1. Key Steps of the Strategic Plan Preparation Process

3.1.1. Preparatory Stage

The planning process began with the Vice-Chancellor (VC) appointing a twelve-member Strategic Plan Committee (SPC). After its formation, the Committee held an inception meeting to:

- Discuss the assignment and develop a common understanding of its scope and objectives.
- Reach agreement on the methodology and approach to be used in formulating the Strategic Plan; and
- Identify and compile a detailed list of stakeholders to be consulted throughout the planning process.

3.1.2. Environmental Scan

This aspect presents a summary of the University's strengths, weaknesses, opportunities, and threats. Information was collected through a traditional SWOT analysis involving stakeholders at all levels. The team identified key internal and external groups for consultation, which were engaged through a participatory and facilitative process. A detailed schedule was developed for the stakeholder consultations, and advance notices were provided to each group to allow sufficient time for preparation.

The internal stakeholders included top Management of the University, various unions such as UTAG, GAUA, TEWU, SRC, student associations (including religious-based groups), Deans/Directors, Heads of Departments, Administrators and Senior Members. Meetings were held with these stakeholder groups separately. The consultation process began with the University's Management to gain insight into their vision, mission, and core values for the institution. The engagement with the other internal groups focused on the Strengths, Weaknesses, Opportunities and Threats (SWOT) of the University and what kind of university they envision in the next five years. Following these consultations, the Committee observed a notable consistency in the key issues highlighted across all groups. The external consultations involved various groups and communities surrounding the University, including Traditional Authorities, local communities, Labour

Unions and Groups, Non-Governmental Organisations, and Religious Organisations, as well as Professional Associations. These consultations aimed to gather insights on stakeholders' expectations of the University and to provide them with information about the University and its programmes. A summary of the internal and external environmental scan, using the SWOT analysis matrix, is presented below.

The SWOT Analysis Matrix

Strengths	Weaknesses
1) Young, enthusiastic, and competent faculty/staff	1) Poor marketing, low visibility and an unattractive brand name
2) Multi-disciplinary, flexible and market-driven academic programmes	2) Limited modern infrastructure (teaching, learning, recreation, accommodation, ICT, etc.)
3) Ethical, innovative and visionary leadership	3) Weak financial base
4) Unique Practical Training Programme and community outreach initiatives	4) Inadequate staff/faculty
5) Large tract of undeveloped land	5) Low enrolment
6) Existing local and international partnerships	6) Many directorates are not fully operational
7) A diverse staff and student population	7) Poor motivation and staff attrition
8) Peaceful coexistence between students and management	8) Inadequate alumni relations and stakeholder engagement
	9) Limited engagement with industry and other local institutions

Opportunities	Threats
1) Proximity to Francophone West Africa 2) Interest and goodwill from chiefs and community leaders in the area. 3) Willingness of private actors to enter into public-private partnership arrangements. 4) Goodwill from Government agencies for accelerated infrastructure development. 5) Peace and political stability in the region. 6) Globalisation and advances in ICT, AI and digital technology 7) Increased interest from CSOs and international partners in collaborations 8) Presence of global and regional networks to enhance visibility and capacity development. 9) Availability of local structures and political support in traditional areas	1) Poor accessibility to the region in which the institution is located 2) Government moratorium on new staff recruitment. 3) Stiff competition from well-endowed national and international universities 4) Non-compensation for and encroachment on university lands.

3.1.3. Formulation of Strategic Pillars, goals, objectives, and actions

The Committee synthesised the findings into nine key strategic pillars, each linked to the University's core mandate and development priorities.

3.1.4. Organisation of Stakeholder Validation Forum

A Stakeholder Validation Forum was organised to present and discuss the draft plan with key stakeholders. The forum acted as a platform for collective reflection, constructive feedback, and consensus-building on the plan's strategic direction. Representatives from all groups and stakeholders involved in the plan's preparation participated in the validation workshop. Feedback from stakeholders, both written and verbal, was carefully analysed, harmonised, and incorporated into the plan to improve its quality, clarity, and institutional ownership.

3.1.5. Adoption of the Final Strategic Plan

The Academic Board has reviewed and approved this Strategic Plan, which will be submitted to the University Council for formal adoption as the official policy document guiding the University's development from 2026 to 2030.

4.0. THE STRATEGIC PLAN FORMULATION

4.1. Our Strategic Compass

Vision

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

Mission

To provide quality teaching, learning, development-oriented and 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.

Core Values

The following core values will guide the University.

Excellence 	UBIDS is committed to providing the highest quality products and services through dedication, ongoing improvement, and a focus on client needs.
Innovation 	UBIDS encourages its staff and students to continually trust their ability to be critical and creative, and to persist in finding new solutions to problems through their work.
Integrity 	UBIDS strives to uphold honesty, fairness, and strong moral values in its decision-making processes and professional activities.

Collaboration 	UBIDS endeavours to collaborate with various individuals, groups, and organisations both locally and globally, leveraging recognised strengths to achieve a common goal and promote leadership and growth.
Sustainability 	UBIDS aims 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 maximise their potential benefits.
Professionalism 	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 	UBIDS aims to promote transparency and accountability by making information about its processes and outputs readily accessible to all stakeholders.
Inclusiveness 	UBIDS aims to foster an environment that values and welcomes diversity, ensuring equal opportunities for everyone.

4.2. The Strategic Pillars

The planning issues identified through both internal and external consultations were consolidated into nine strategic pillars, as outlined below.



4.3 Theory of Change

The impact envisaged by the Plan is that UBIDS becomes an internationally respected, financially sustainable, and socially responsive university delivering high-quality education and impactful research that contributes to sustainable national and regional development. This would be achieved by strengthening the University's leadership and governance systems, developing market-driven and practical-oriented academic programmes,

modernising infrastructure, building staff capacity, promoting impactful research and partnerships, diversifying funding sources, enhancing welfare systems, and strengthening branding and communication. These actions would improve teaching and learning quality, increase research outputs and relevance, raise staff and student satisfaction will rise, institutional efficiency will be enhanced, and stakeholder confidence will grow: leading to improved graduate employability, stronger community and industry engagement, increased research uptake, improved financial resilience, and enhanced institutional visibility. These would ultimately result in sustained institutional excellence and development impact.

4.4. The Strategic Action Plan Matrix

This section outlines the goals, objectives, and actions designed to address the issues within each of the strategic pillars. The plan also outlines the timeframe within which key actions are to be undertaken, as well as the responsible persons/directorate/faculty/school/unit/section for implementing the action. The indicative budget for executing the action is also highlighted in the plan.

4.4.1. Leadership, Governance and Management

Goal 1: Improve University Management and Leadership.									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.1.1. To develop the leadership capacity of university management	Develop and roll out a leadership development policy.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise biannual structured leadership training in strategic planning and higher education management for all senior members.	Jan. 2027	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop and implement a mentorship and coaching policy.	Jun. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise training on strategic leadership in tertiary education for student leaders.	Jun. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 1: Improve University Management and Leadership.										
Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source	
		Start	End	2026	2027	2028				2029
4.4.1.1. To develop the leadership capacity of university management	Institutionalise annual best leadership award at department, faculty and university-wide.	Jan. 2026	Dec. 2030					OVC, Registry, Schools/ Faculties	657,480.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Support leaders to participate in leadership courses unique to their roles.	Jan. 2027	Dec. 2030					Pro-VC, Registry Deans/Directors and unit heads	657,480.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.1.2. To foster a culture of ethical, transparent, and accountable leadership across all levels of the university	Develop and implement a comprehensive university Code of Ethics.	Jan. 2027	Dec. 2028					Pro-VC, Registry Deans/Directors and unit heads	122,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise yearly training for all first-time leaders on ethical leadership.	Jan. 2027	Dec. 2030					Pro-VC, Registry Deans/Directors and unit heads	245,200.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish Ethics and Compliance Office.	Jan. 2028	Mar. 2028					Pro-VC, Registry	183,900.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 1: Improve University Management and Leadership.									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.1.2. To foster a culture of ethical, transparent, and accountable leadership. across all levels of the university	Integrate values on ethical leadership, accountability, and transparency into all leadership and management development programmes.	Jan. 2029	Dec. 2029						GoG, Fees and charges, donor support, IGf, PPP, Grants
	Develop and implement an employee consent and misconduct reporting policy.	Jan. 2029	Dec. 2029						GoG, Fees and charges, donor support, IGf, PPP, Grants
	Establish safe, anonymous, and confidential channels for reporting misconduct or unethical behavior.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGf, PPP, Grants

Goal 1: Improve University Management and Leadership.										
Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source	
		Start	End	2026	2027	2028				2029
4.4.1.3. Promote inclusive leadership that values diversity, gender balance, and student representation.	Complete and implement the gender, diversity and inclusion policy.	Jan. 2026	Dec. 2026					CGDSI, Registry, DoSA	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Ensure gender balance regarding recruitment of staff and admission of students.	Jan. 2026	Dec. 2030					OVC, CGDSI Registry, DoSA	10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a clear procedure for rewarding staff and senior members.	Jan. 2027	Dec. 2027					VC/Registry	10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish fair criteria for resource allocation and use across sections of the university.	Jan. 2026	Dec. 2026					VC, Director of Finance, Deans Registry	10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise training for all staff and students on diversity and inclusion.	Jan. 2026	Dec. 2030					CGDSI, Registry, DoSA	250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 1: Improve University Management and Leadership.											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.1.4. Digitalise administrative and academic processes to promote efficiency and reduce bureaucracy	Develop a digital roadmap and establish a steering committee for digital governance in the University.	Jan. 2026	Dec. 2026						OVC, DIMS	500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Review and improve the Student Information System (SIS).	Jan. 2026	Dec. 2026						DIMS, DoSA	1,022,725.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise refresher trainings on the Learning Management System (LMS) and digital pedagogy for staff and students.	Jan. 2026	Dec. 2026						Pro-VC, Registry, DIMS	500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Ensure full development and deployment of UMIS and E-Governance tools.	Jan. 2026	Jun. 2027						Pro-VC, DIMS	2,000,983.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 1: Improve University Management and Leadership.										
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.1.4. Digitalise administrative and academic processes to promote efficiency and reduce bureaucracy	Develop a university-wide digital transformation strategy.	Jan. 2028	Dec. 2028						200,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Provide digital content creation tools in 3 lecture halls, 3 conference centers, and Labs	Jan. 2027	Jan. 2030						1,600,787.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create a digital help desk for technical support.	Jan. 2027	Dec. 2030						10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: Strengthen University Governance Structures and Practices											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.1.2.1. Operationalise administrative structures for effective and efficient university management	Establish full administrative sections for all directorates and units to make them fully operational.	Jun. 2026	Dec. 2027						OVC, Registry	596,309.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Realign departments to reduce overlaps and to make them effective - transport, security, etc.	Jan. 2026	Dec. 2027						OVC, Registry	150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Ensure the use of established channels of communication in the university.	Jan. 2026	Dec. 2027						OVC, Registry, Director of Communication	10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Strengthen the established staff supervision, monitoring, and evaluation plan.	Jan. 2026	Dec. 2027						OVC, Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source

	Start	End	2026	2027	2028	2029	2030	Responsibility	Indicative Budget	Funding Source
4.4.1.2.2 Operationalize administrative policies for effective and efficient university management.	Jan. 2026	Dec. 2027						OVC, Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Jan. 2026	Dec. 2028						Directors/Deans and Unit Heads	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Jan. 2026	Dec. 2027						OVC, Registry	150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.1.2.3 To enhance participatory governance	Jan. 2026	Dec. 2027						Registry/DoS	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Jan. 2026	Dec. 2028						OVC, Registry DoS, SRC	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028			
4.4.1.2.3 To enhance participatory governance	Establish and get community and student representation on the environmental governance committee.	Jan. 2026	Dec. 2028				OVC, Registry	217,950.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a robust conflict resolution mechanism for administrative justice.	Jan. 2026	Dec. 2028				OVC, Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise trainings in conflict analysis and conflict management strategies for student leaders, first-time office holders, union leaders and student/academic advisors.	Jan. 2026	Dec. 2030				Registry, HR, SRC/GRASSAG	215,750.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
		Jan. 2026	Dec. 2026						
		Jan. 2026	Dec. 2026						
		Jan. 2026	Dec. 2026						
4.4.1.2.4. Develop and implement institutional management and quality assurance framework,	Design and implement a framework for the use of the Instructional Skills Workshop assessment tools for monitoring teaching and learning quality.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Map existing quality assurance structures and identify gaps requiring attention.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institutionalise routine audits on academic performance, compliance, and resource utilization.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish clear performance metrics aligned with institutional goals for academic and administrative unit.	Jan. 2026	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants

		Start	End	2026	2027	2028	2029	2030			
4.4.1.2.4. Develop and implement institutional management and quality assurance framework,	Clearly define the institutional roles and functional relationships between DAPQA and the following: Pro Vice-Chancellor's Office, Academic Affairs and DIMS.	Jan. 2026	Dec. 2026						Pro-VC Office, DAPQA, Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Formalize the collaboration between DAPQA, Academic Affairs, and DIMS to streamline data sharing, curriculum tracking, and academic reporting.	Jan. 2026	Dec. 2030						Pro-VC Office, DAPQA, Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.2. Quality Market-Driven, and Practical-Oriented Academic Programmes

Goal 1: Develop market-driven, practical academic programmes that meet society's changing demands and improve teaching quality											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
4.4.2.1.1 To engage industry in curricular development and delivery		Start	End	2026	2027	2028	2029	2030			
	Design demand-driven curricula relevant to industry.	Jan. 2026	Dec. 2030						Deans/HoDs	400,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Involve professionals/practitioners in the delivery of university teaching and professional training programmes.	Jan. 2026	Dec. 2030						Deans/HoDs	250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop industry and project-based student assessment model.	Jan. 2026	Dec. 2026						Deans/HoDs	200,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Enhance internship/attachment programmes with industry.	Jun. 2026	Dec. 2030						Deans/HoDs	500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.2.1.1 To engage industry in curricular development and delivery	Institutionalize the Graduate Professional Development Programme.	Jun. 2026	Dec. 2030						250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Provide workshop/practical training laboratories for teaching and learning.	Jan. 2026	Dec. 2030						500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.2.1.2. To develop innovative demand-driven graduate and undergraduate programmes that respond to community needs.	Introduce innovative and demand-driven distance and weekend programmes.	Jan. 2026	Dec. 2030						474,469.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Expand weekend and distance-learning programmes to include undergraduate evening programmes.	Jan. 2026	Dec. 2030						395,760.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop and run short professional and skill-based training programmes.	Jan. 2026	Dec. 2030						363,750.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.2.1.2. To develop innovative demand-driven graduate and undergraduate programmes that respond to community needs.	Develop and implement effective quality assurance mechanisms for monitoring and assessing teaching of courses by conveners.	Jan. 2026	Dec. 2026						347,944.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish new faculties and schools in the fields of Medicine, Applied and Allied Health Sciences, Agriculture and Food Technology, Tourism and Hospitality Management, Sustainable Built Environment, etc.	Jan. 2026	Dec. 2030						70,560,000.00	GoG, donor support, IGF, PPP, Grants
4.4.2.1.3. To enhance the operations of the university library.	Design training programmes on the effective use of library resources to both staff and students.	Jan. 2026	Dec. 2027					Librarian	178,210.00	Fees and charges, donor support, IGF, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.2.1.3. To enhance the operations of the university library.	Expand the procurement of online journals and literature databases for the library.	Jan. 2026	Dec. 2026						187,590.00	IGF, Grants
	Develop user-friendly e-library system accessible to staff and students.	Jan. 2026	Dec. 2027						168,831.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Recruit adequate and qualified personnel for the library.	Jan. 2026	Dec. 2028						187,590.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a 24-hour library system	Jan. 2027	Dec. 2030						150,500.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Actively source funding to support the library.	Jan. 2026	Dec. 2030						93,795.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.2.1.3. To enhance the operations of the university library.	Develop a policy on AI use in research, teaching, and administration.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop flyers, jingles, and dedicated staff, and use AI for prompt response to queries.	Jan. 2026	Dec. 2026						250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.2.1.4. Strategies to increase postgraduate and undergraduate student enrolment	Institute a scholarship scheme for brilliant but needy students.	Jan. 2026	Dec. 2030						1,245,893.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop an annual institutional enrolment plan.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institute open days and on-the-spot admission system.	Jan. 2026	Dec. 2030						150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: Improve Teaching, Learning and Assessment											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.2.2.1. To build faculty capacity in effective pedagogy and curricular innovation and modernisation.	Enhance staff training programmes on innovative pedagogy and curricular development.	Jan. 2026	Dec. 2030						Deans/HoDs, DAPQA	225,000.00	IGF, Grants
	Develop a comprehensive staff professional development plan.	Jan. 2026	Dec. 2027						Deans/HoDs,	50,250.00	Fees and charges, donor support, IGF, Grants
	Promote diverse and inclusive teaching methods.	Jan. 2026	Dec. 2030						Deans/HoDs, DAPQA	50,000.00	IGF, Grants
	Provide training support for curriculum redesign.	Jan. 2026	Dec. 2030						Deans/HoDs, DAPQA	150,000.00	Donor support, IGF, Grants
	Develop and implement effective quality assurance mechanisms for monitoring and assessing teaching of course conveners.	Jan. 2026	Dec. 2026						DAPQA	180,000.00	Fees and charges, Donor support, IGF, Grants

Goal 3: Improve on the PTP and other practical training programmes										
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029			
4.4.2.3.1. Strengthen the PTP to make it impactful.	Review the current PTP delivery model to adopt best practices.	Jan. 2026	Dec. 2026						250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop effective mechanisms for monitoring students in communities.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise orientation for staff on the concept and relevance of PTP	Jun. 2026	Dec. 2026						12,500.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Co-create internship, apprenticeship, consultancy, extension services and attachment programs with local industries and MMDAs, etc.	Jun. 2026	Dec. 2027						355,136.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.2.3.1. Strengthen the PTP to make it impactful.	Allocate infrastructure space and ensure the operationalization of the business incubation aspect of DCObI.	Jun. 2026	Dec. 2027						1,452,831.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a fundraising strategy for PTP and other practical training programmes.	Jun. 2026	Dec. 2027						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.2.3.2. Identify and develop sustainable and innovative fundraising strategies to support the PTP	Hold a consultative meeting with Civil Society Organizations, MMDAs, etc. on Joint PTP activities.	Jan. 2026	Dec. 2027						105,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Engage students' leadership on realistic funding of the PTP training.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Maintain a separate bank account where all PTP funds should be lodged	Jan. 2026	Dec. 2026						1,760.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.3. Infrastructure Development and Campus Modernisation

Goal 1: Enhance the Quality of Physical Infrastructure									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.3.1.1 To upgrade existing academic buildings to meet modern safety, accessibility, and pedagogical standards.	Evaluate buildings for fire and structural integrity.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Undertake renovation and rehabilitation of the Spanish Lab, the Old Auditorium, and the Pavilions.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Replace outdated wiring and plumbing to prevent hazards and ensure compliance with current codes.	Jan. 2026	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install digital surveillance systems, secure access controls, and improve lighting in and around campus.	Jan. 2026	Dec. 2026						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.1.2. To expand and equip lecture halls, laboratories, and libraries.	Construct two additional lecture halls and one multipurpose computer/studio lab.	Jan. 2026	Dec. 2029						89,841,210.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Complete the library complex and furnish its rooms.	Jan. 2026	Dec. 2026						1,595,766.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Redesign Lecture Hall 1 and 2 and 3 into flexible learning spaces.	Jan. 2026	Dec. 2027						560,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install interactive digital boards and smart displays in 5 lecture halls and 3 conference rooms.	Jan. 2026	Dec. 2027						1,000,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install video conferencing facilities in at least two of the conference rooms.	Jan. 2026	Dec. 2027						400,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.1.3. To improve campus-wide utility systems	Expand high-speed internet coverage across all buildings and outdoor learning areas.	Jan. 2026	Dec. 2026						3,120,142.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install rainwater harvesting in all new buildings.	Jan. 2026	Dec. 2030						1,497,668.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Incorporate solar energy harvesting into the design of all new buildings	Jan. 2026	Dec. 2030						10,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Extend the standby generator installed at the new auditorium to the old auditorium, and lecture halls 1, 2 and 3.	Jan. 2026	Dec. 2027						500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install Wi-Fi access points strategically in classrooms, libraries, halls of residence, and common areas.	Jan. 2026	Dec. 2027						1,123,251.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: Improve Student and Staff Residential Facilities									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.3.2.1. To complete, renovate, and expand student hostels to meet growing enrollment and modern standards.	Forge Public-Private and public-civil society partnerships to enhance staff and student housing.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Complete the 600-bed capacity hostel building project.	Jan. 2026	Dec. 2028						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct a 1000-bed student hostel.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Renovate bathrooms and toilets with hygienic, durable fixtures.	Jan. 2026	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct adequate drainage infrastructure for all campus hostels.	Jan. 2026	Dec. 2028						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.3.2.1. To create multipurpose shared public spaces on campus.	Construct a modern market on campus.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct a guest house on campus.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct Outdoor seating areas and student plazas/ lounges.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.3.2.2. To improve campus-wide utility systems.	Develop flexible layouts, movable walls, modular furniture, and adaptable lighting in existing and new lecture halls and auditoriums to accommodate lectures, exhibitions, and meetings.	Jan. 2026	Dec. 2028						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.2..2. To improve campus-wide utility systems.	Construct ramps and signage in existing and new buildings.	Jan. 2026	Dec. 2030						565,889.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Repurpose existing buildings.	Jan. 2026	Dec. 2026						100,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure display panels, lighting rigs, and digital kiosks for showcasing work.	Jan. 2026	Dec. 2028						429,170.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a usage policy and booking system for the use of common spaces.	Jan. 2026	Dec. 2026						46,877.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.2.3. To ensure all University facilities and spaces are equipped with reliable sanitation and recreational amenities.	Establish a municipal waste Department	Jan. 2026	Dec. 2027						53,131.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure waste collection equipment for the department	Jan. 2026	Dec. 2027						1,062,629.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institute annual training for the staff of the department	Jan. 2026	Dec. 2027						150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a waste treatment plant	Jan. 2026	Dec. 2030						2,000,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct and or upgrade sports facilities	Jan. 2026	Dec. 2030						2,000,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 3: To modernise and improve campus security

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.3.1. To enhance campus security systems	Install surveillance cameras and adequate lighting across roads and buildings.	Jan. 2026	Dec. 2030						250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct perimeter fencing and control entry points to the campus	Jan. 2026	Dec. 2030						826,625.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Install reinforced doors, locks, and access control systems in all campus facilities.	Jan. 2026	Dec. 2030						661,300.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Equip security officers with communication tools, including radios, panic buttons, and mobile apps for quick coordination.	Jan. 2026	Dec. 2030						560,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.3.1. To enhance campus security systems	Enhance regular military and police patrols on campus.	Jan. 2026	Dec. 2030						231,455.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Increase the staff strength of the security unit.	Jan. 2026	Dec. 2030						264,520.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop an emergency response procedure and guidelines for staff and students of the University.	Jan. 2026	Dec. 2026						49,195.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a campus safety manual.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Implement ID and visitor management systems to track who enters and exits campus facilities.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
	Establish staff and student safety committees and train them.	Jan. 2026	Jun. 2027						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 4: To develop and enhance the capacity for the effective use of ICT in the University

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.4.1. To upgrade the digital/ICT infrastructure for effective digitization	Upgrade internet bandwidth and campus-wide Wi-Fi coverage.	Jan. 2026	Dec. 2030						961,314.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a reliable data center and cloud-based storage.	Jan. 2026	Dec. 2030						1,214,291.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure anti-virus, firewall accessories for safe digital learning and administration.	Jan. 2026	Dec. 2030						1,366,077.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.3.4.1. To upgrade the digital/ICT infrastructure for effective digitization	Introduce an integrated university management information system (MIS) for admissions, exams, HR, and finance.	Jan. 2026	Dec. 2027						455,359.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Conduct training on the Learning Management System (LMS) for students and faculty.	Jan. 2026	Dec. 2030						250,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop an ICT/cyber security policy.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Digitize everyday administrative and academic processes and train staff.	Jan. 2026	Dec. 2030						100,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.4: Spatial Planning

Goal 1: Improve mobility and safety on campus											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.4.1.1. To promote safe and inclusive mobility	Design and construct safe and inclusive pedestrian-prioritised and active mobility corridors and crossings by integrating tactile paving, clearly marked zebra crossings, universal access ramps, and pedestrian signal systems.	Jan. 2026	Dec. 2030						DWMS, Development Committee, Urban Roads	892,700.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct shaded walkways and resting spots.	Jan. 2026	Dec. 2030						DWMS	446,350.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a policy to regulate shuttle services on campus.	Jan. 2026	Dec. 2027						Registry	50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.4.1.1. To promote safe and inclusive mobility	Develop accessible campus maps and apps highlighting accessible routes, entrances, and facilities.	Jan. 2026	Dec. 2027						300,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish gardens, shaded seating areas, and active mobility corridors/walkways	Jan. 2026	Dec. 2027						500,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.4.1.2. To expand and upgrade campus roads and parking facilities to improve traffic flow and safety.	Construct new access roads to improve connectivity between key campus zones (e.g., residential, educational and, administration blocks)	Jan. 2026	Dec. 2030						1,451,952.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Construct proper drainage systems on main and access roads	Jan. 2026	Dec. 2030						1,071,824.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.4.1.2. To expand and upgrade campus roads and parking facilities to improve traffic flow and safety.	Upgrade all internal campus road networks with durable bituminous surfacing	Jan. 2026	Dec. 2030						20,000,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Designate accessible parking spaces near building entrances and clearly mark them.	Jan. 2026	Dec. 2026						507,736.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: Promote Green Campus Development and Digitalisation

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.4.2.1. To integrate green building principles in all new construction projects and existing buildings	Institutionalize annual planting of trees in collaboration with relevant stakeholders	Jan. 2026	Dec. 2030						357,664.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure and use only energy-efficient lighting and appliances	Jan. 2026	Dec. 2030						334,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.4.2.1. To integrate green building principles in all new construction projects and existing buildings	Install low-flow fixtures and dual-flush toilets to reduce water consumption in restrooms and kitchens.	Jan. 2026	Dec. 2030						323,445.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Preserve native vegetation and trees on campus.	Jan. 2026	Dec. 2030						223,066.00	Fees and charges, donor support, IGF, Grants
	Adopt permeable pavements to support groundwater recharge and reduce runoff in all university facilities.	Jan. 2026	Dec. 2030						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Complete the master plan for the campus.	Jan. 2026	Jun. 2026						79,971.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.4.2.2. To establish eco-friendly waste management practices across campus	Set up colour-coded bins across campus for proper segregation of waste.	Jan. 2026	Dec. 2030						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.4.2.2. To establish eco-friendly waste management practices across campus	Designate waste collection points and routes for efficient pickup.	Jan. 2026	Dec. 2030						20,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a campus-wide waste management policy with clear guidelines.	Jan. 2026	Dec. 2026						60,258.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Partner with SRC and GRASAG to launch student-led sustainability clubs and clean-up drives.	Jan. 2026	Dec. 2030						90,387.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.5: Human Resource Capacity

Goal 1: Improve the human resource strength of the University										
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.5.1.1. To increase the profile of faculty with PhDs	Recruit lecturers with PhDs and of Professorial rank.	Jan. 2026	Dec. 2030						427,532.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.5.1.1. To increase the profile of faculty with PhDs	Support faculty without PhDs to acquire PhDs	Jan. 2026	Dec. 2030						650,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Recruit qualified part-time lecturers.	Jan. 2026	Dec. 2030						930,209.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Recruit qualified senior/administrative staff from diverse backgrounds.	Jan. 2026	Dec. 2030						295,983.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.5.1.2. Increase the strength of non-teaching staff	Recruit student assistants and national service personnel to augment staff strength	Jan. 2026	Dec. 2030						230,209.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Recruit a professional female counsellor	Jan. 2026	Dec. 2027						131,548.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: Enhance staff capacity and motivate employees at all levels											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.5.2.1. To Strengthen staff capacity	Institute a structured capacity building program for both teaching and non-teaching staff.	Jan. 2026	Dec. 2026						Pro-VC, Registry, HR	611,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise capacity building sessions on administrative processes for administrative staff and office holders.	Jan. 2026	Dec. 2026						Registry, HR	513,744.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Encourage all staff to complete at least one professional development course annually.	Jan. 2026	Dec. 2030						Registry, HR	464,816.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Encourage staff to seek membership of professional societies/bodies	Jan. 2026	Dec. 2030						Registry, HR	326,500.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.5.2.1. To Strengthen staff capacity	Offer regular ICT skills and digital literacy training for administrative staff.	Jan. 2026	Dec. 2027						415,888.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Train staff on digital/paperless administration practice.	Jan. 2026	Dec. 2027						440,352.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.5.2.2 To realign teaching and administrative staff based on needs and expertise	Conduct audit of teaching and administrative staff in all departments.	Jan. 2026	Dec. 2026						264,211.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Redeploy academic and administrative staff to departments/units where appropriate.	Jan. 2026	Dec. 2026						76,141.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.5.2.3 To have a clearly defined strategy for Staff Motivation	Develop and implement a staff motivation policy including best teacher/worker awards..	Jan. 2026	Dec. 2026						83,480.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.5.2.3 To have a clearly defined strategy for Staff Motivation	Institute end-of-service recognition for retired staff.	Jan. 2027	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.6: Impactful Research and Sustainable Global Collaborations

Goal 1: To promote responsible and impactful research and innovation									
Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.1.1 To establish a productive and problem-solving research ecosystem aligned with national and global development goals.	Establish the full complement of departments within the Directorate of Research.	Jan. 2026	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Strengthen institutional capacity for the winning of collaborative and interdisciplinary research project grants.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.1.1. To establish a productive and problem-solving research ecosystem aligned with national and global development goals.	Establish and support interdisciplinary research teams	Jun. 2026	Dec. 2030						177,922.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institute best researcher awards systems aligned with global rankings and problem-solving research.	Jun. 2026	Dec. 2030						225,368.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institute a research fund on climate change, green economy, and smart agriculture	Jun. 2026	Dec. 2030						20,000,000.00	IGF, Development partners, grants
	Initiate and strengthen strategic partnerships linked to national and global challenges such as climate change, the green economy, and smart agriculture.	Jan. 2026	Dec. 2030						213,506.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.1.1. To establish a productive and problem-solving research ecosystem aligned with national and global development goals.	Strengthen institutional support for faculty and researchers to produce and publish policy briefs, issue memos, and peer-reviewed journal articles that address national development priorities.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.1.2. To build and sustain a highly competent research workforce to drive scholarship and innovation.	Organise annual training workshops on research methods, data analysis, AI-assisted academic writing, international research collaborations and publishing in high-impact outlets.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.1.2. To build and sustain a highly competent research workforce to drive scholarship and innovation.	Digitise and track staff research through an institutional repository and dashboard for publications, citations, and research output.	Jan. 2026	Dec. 2026						318,062.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Provide structured onboarding and mentorship programs for early-career researchers.	Jan. 2027	Dec. 2030						284,582.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Introduce recognition and award schemes for high-impact researchers aligned with global rankings	Jan. 2026	Dec. 2030						287,842.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.1.2. To build and sustain a highly competent research workforce to drive scholarship and innovation.	Sponsor the participation of faculty members in each School/Faculty in international conferences, symposia, and policy forums.	Jan. 2026	Dec. 2030						334,802.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a Grants Unit within the Research Directorate.	Jan. 2026	Dec. 2026						235,948.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.1.3. To strengthen grant-winning and research funding mobilisation initiatives.	Maintain a live database of funding agencies and calls for proposals (local, regional and international).	Jan. 2026	Dec. 2030						117,909.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Organise capacity building programmes in grant writing	Jan. 2026	Dec. 2030						272,549.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.1.3. To strengthen grant-winning and research funding mobilisation initiatives.	Establish internal seed funding and endowment funds to support quality research proposals.	Jan. 2027	Dec. 2029						490,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a research ethics policy as well as AI use policy for the university.	Jan. 2026	Dec. 2026						56,753.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.1.4. To provide systems and structures to enhance the impact of research.	Realign the activities of the Institutional Research Review Board under the DoR.	Jan. 2026	Jun. 2026						62,103.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish and sustain formal partnerships with government, industry, and civil society	Jun. 2026	Dec. 2029						265,300.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a Research Impact Assessment (RIA) framework.	Jan. 2027	Dec. 2027						59,800.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.1.4. To provide systems and structures to enhance the impact of research.	Institute a periodic magazine on impactful and innovative research conducted.	Jan. 2027	Dec. 2027					200,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 2: To promote comprehensive internationalisation throughout the university

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.2.1. To integrate internationalisation into the teaching and learning curricula.	Develop and implement at least one joint/dual degree programme, exchange modules, and collaborative teaching initiatives with international partner institutions across schools and faculties.	Jan. 2026	Dec. 2030					50,750.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.2.1. To integrate internationalisation into the teaching and learning curricula.	Integrate global and decolonial perspectives into curricula and teaching pedagogy.	Jan. 2026	Dec. 2030						50,600.00	GoG, Fees and charges; donor support, IGF, PPP, Grants
	Implement and expand international visiting scholar and adjunct professor programs	Jun. 2026	Dec. 2030						150,600.00	GoG, Fees and charges; donor support, IGF, PPP, Grants
	Expand international mobility opportunities for staff and students across faculties and schools.	Jun. 2026	Dec. 2030						200,000.00	GoG, Fees and charges; donor support, IGF, PPP, Grants
	Operationalise the various departments of DICO with adequate resources.	Jan. 2027	Dec. 2028						200,900.00	GoG, Fees and charges; donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.2.1. To integrate internationalisation into the teaching and learning curricula.	Develop and Implement Faculty/School Internationalisation Plans/Strategies.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Introduce and integrate foreign language study into academic programmes as electives.	Jan. 2027	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Leverage existing ties to set up satellite campuses in West African Countries.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Set up an International Students Office.	Jan. 2027	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.2.1. To integrate internationalisation into the teaching and learning curricula.	Develop and implement a marketing and recruitment strategy to attract international students and staff.	Jan. 2027	Dec. 2027						50,700.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.2.2. To expand and sustain strategic international partnerships in research, teaching, and entrepreneurship.	Identify and prioritise countries and regions with high potential for academic collaboration to strengthen cross-institutional partnerships.	Jan. 2026	Dec. 2030						50,300.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Set up an International Advisory Board comprising representatives from academia, industry, government and multinational organisations.	Jan. 2028	Dec. 2028						162,200.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.2.2. To expand and sustain strategic international partnerships in research, teaching, and entrepreneurship.	Establish partnerships with international incubators, accelerators, and innovation hubs to nurture student and staff start-ups and scale innovative projects.	Jan. 2026	Dec. 2030						315,500.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Join global consortia and thematic networks in priority areas.	Jan. 2026	Dec. 2030						236,287.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop and disseminate a clear and effective framework and robust guidelines for establishing new partnerships.	Jan. 2026	Dec. 2027						51,772.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Enhance the capacity of the International Office	Jan. 2026	Dec. 2030						189,030.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.2.2. To expand and sustain strategic international partnerships in research, teaching, and entrepreneurship.	Develop effective management and regular review procedures to evaluate the performance of existing international partnerships.	Jan. 2027	Dec. 2030						54,782.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Promote participation in global rankings and international conferences.	Jan. 2026	Dec. 2030						192,140.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.2.3. To improve the University's international visibility.	Promote partnerships with centres and institutes of African Studies in Universities around the world.	Jan. 2026	Dec. 2030						126,692.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Publicize international partnership achievements through digital platforms and media.	Jan. 2026	Dec. 2030						50,692.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.2.3. To improve the University's international visibility.	Build a strong digital presence through a modern, multilingual website, active social media, and digital campaigns.	Jan. 2026	Dec. 2030						110,416.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Conduct an institutional branding audit and define the university's unique identity.	Jan. 2026	Dec. 2026						57,587.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Build and support alumni associations, institute alumni programmes and showcase their success stories to the world.	Jan. 2026	Dec. 2030						51,829.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Participate in strategic international competitions and exhibitions.	Jan. 2026	Dec. 2030						484,280.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start		End		2026	2027	2028	2029	2030
		Jan. 2026	Dec. 2030	Jan. 2026	Dec. 2030					
4.4.6.2.3. To improve the University's international visibility.	Organise seminars for faculty and students on publishing in high-impact journals and maintaining Google Scholar/ORCID profiles.	Jan. 2026	Dec. 2030							GoG, Fees and charges, donor support, IGF, PPP, Grants
	Initiate and manage programmes for visiting delegations and engage with embassies and high commissions in Ghana and Abroad.	Jan. 2026	Dec. 2030							GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 3: To strengthen strategic local partnerships to increase local impact									
Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.6.3.1. To establish and maintain partnerships with local industries, government agencies, and other stakeholders to promote knowledge exchange and innovative solutions for local needs.	Establish and strengthen strategic public-private partnerships that leverage private sector investment, innovation, and expertise.	Jan. 2026	Dec. 2030						DoR, DUR, DCObI, OVC, DWMS GoG, Fees and charges, donor support, IGF, PPP, Grants
	Conduct stakeholder mapping and forums to identify common areas of collaboration for regional development.	Jan. 2026	Dec. 2027						DUR, DCObI GoG, Fees and charges, donor support, IGF, PPP, Grants
	Host knowledge sharing events such as policy dialogues, practitioner guest lectures, and roundtables on regional challenges with various stakeholders.	Jun. 2026	Dec. 2030						DoR, DCObI, OVC, Schools and Faculties, SGS GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.3.1. To establish and maintain partnerships with local industries, government agencies, and other stakeholders to promote knowledge exchange and innovative solutions for local needs.	Co-create internship, apprenticeship, consultancy, extension services, and attachment programs with local industries and government offices.	Jun. 2026	Dec. 2030						92,851.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institute media/public engagements to showcase the achievements of local partnerships.	Jan. 2026	Dec. 2030						275,625.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.6.3.2. To strengthen university-community engagement and outreach initiatives.	Strengthen the capacity of the DUR by operationalising all its departments.	Jan. 2026	Dec. 2027						344,530.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish alumni groups, university-community relations committees and a community engagement desk to co-design initiatives.	Jan. 2026	Dec. 2030						75,335.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.6.3.2. To strengthen university-community engagement and outreach initiatives.	Provide technical support (e.g., adult literacy programmes, etc.) to local SMEs, cooperatives, civil society groups	Jan. 2026	Dec. 2030						230,175.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Forge media partnerships at local and national levels.	Jan. 2026	Dec. 2030						158,398.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Encourage staff and student participation in national/regional/district/local level committees for policy planning and cultural/traditional events.	Jan. 2026	Dec. 2030						87,108.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.7: Resource Mobilisation and Financial Sustainability

Goal 1: Diversify and expand revenue sources											
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source	
		Start	End	2026	2027	2028	2029				2030
4.4.7.1.1. To increase internally generated funds (IGF) contribution to total revenue.	Develop income-generating ventures (consultancy, research, commercialisation, continuing education, real estate, hospitality, agribusiness, technology transfer, etc.).	Jan. 2026	Dec. 2029						OVC, DoF, Schools and Faculties, Directorates.	646,000.00	Fees and charges, Donor support, IGF, Grants
	Develop a policy on the use of campus facilities for income generation.	Jan. 2026	Dec. 2026						OVC, Registry, DWMS	55,331.00	IGF, Grants
	Establish commercial ventures - bookshop, giftshop, stationery shop, etc.	Jan. 2026	Dec. 2026						Registry, DUR	522,997.00	IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.1.1. To increase internally generated funds (IGF) contribution to total revenue.	Support the development of Short Courses.	Jan. 2026	Dec. 2030						538,328.00	Donor support, IGF, PPP, Grants
	Develop UBIDS Souvenirs and a Welcome Pack for sale.	Jan. 2026	Dec. 2030						430,663.00	Fees and charges, IGF
	Launch capital campaigns and fundraising drives targeted at alumni, philanthropists, and corporate partners.	Jan. 2027	Dec. 2030						175,000.00	Donor support, IGF, PPP, Grants
4.4.7.1.2. To strengthen partnerships and donor engagement.	Develop at least five new strategic partnerships with corporate bodies.	Jan. 2027	Dec. 2030						50,000.00	Donor support, IGF, PPP, Grants
	Establish a global donor database	Jan. 2027	Dec. 2027						50,000.00	Donor support, IGF, Grants

Goal 2: Enhance financial efficiency and accountability									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.7.2.1. To improve operational efficiency, transparency, and accountability.	Streamline processes, improve efficiency, and generate actionable business insights.	Jan. 2026	Dec. 2027						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Introduce cost-control measures and efficiency systems through energy efficiency, digitisation, shared services, and green initiatives.	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants
	Roll out a university-wide digital financial management system.	Jan. 2027	Dec. 2027						Fees and charges, Donor support, IGF, Grants
	Ensure 100% compliance with procurement regulations and achieve zero major audit queries annually.	Jan. 2026	Dec. 2030						IGF

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.2.1. To improve operational efficiency, transparency, and accountability.	Ensure adherence to national financial regulations and global best practices.	Jan. 2026	Dec. 2030						50,000.00	Donor support, IGF, Grants
	Publish annual financial reports by the first half of the new year.	Jan. 2026	Dec. 2030						150,000.00	IGF
	Implement a Lean management accounting system to provide information for timely decision-making in areas as registration, verification, etc.	Jan. 2026	Dec. 2030						23,265.00	Donor support, IGF, PPP, Grants
	Finalise the AFUF Sharing policy and implement it.	Jan. 2026	Jun. 2026						2,000.00	IGF
	Finalise the Consultancy Fee Sharing Policy and Implement it.	Jan. 2026	Jun. 2026						5,000.00	IGF

Goal 3: Build financial resilience and risk management capacity									
Strategic Objective	Activities	Timeframe							Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.7.3.1. To strengthen the University's financial sustainability to support its teaching, research, and community engagement mandate.	Develop and operationalise a University Endowment Fund	Jan. 2028	Dec. 2028						Fees and charges, Donor support, IGF, Grants
	Establish a financial reserve equivalent to 3 months of operating costs.	Jan. 2026	Dec. 2030						Fees and charges, IGF, Grants
	Implement a financial analytics dashboard for real-time monitoring of revenues, expenditures, and investments	Jan. 2026	Dec. 2026						Fees and charges, Donor support, IGF,
	Implement energy efficiency projects (e.g., solar installations, smart metering) to reduce operating costs	Jan. 2026	Dec. 2030						GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.3.1. To strengthen the University's financial sustainability to support its teaching, research, and community engagement mandate.	Set up a scholarship and financial aid office.	Jan. 2026	Dec. 2026						50,000.00	Fees and charges, Donor support, IGF, Grants
4.4.7.3.2. To develop and institutionalise a robust risk management culture to safeguard the University's resources, reputation, and academic integrity.	Develop and roll out a University Risk Management Framework and Policy.	Jan. 2027	Jun. 2028						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create a University Risk Register and Dashboard (digital platform) updated annually.	Jan. 2028	Dec. 2028						151,723.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a University Risk Management Committee with departmental focal persons.	Jan. 2028	Dec. 2028						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.3.2. To develop and institutionalise a robust risk management culture to safeguard the University's resources, reputation, and academic integrity.	Conduct annual enterprise risk assessments (academic, financial, IT, reputational).	Jan. 2027	Dec. 2030						161,205.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Run capacity-building workshops for staff, deans, and directors on risk awareness and mitigation.	Jan. 2027	Dec. 2030						417,237.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Goal 4: Ensure efficient, transparent, and value-driven procurement and supply chain systems

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.4.1. To strengthen procurement governance and compliance.	Review and update the University's Procurement Policy to align with PPA Act 663 (as amended).	Jan. 2026	Dec. 2026						50,000,00.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.4.1. To strengthen procurement governance and compliance.	Establish a procurement governance framework defining roles, responsibilities, and approval thresholds.	Jan. 2027	Dec. 2027						47,413.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Conduct regular procurement audits and compliance checks.	Jan. 2027	Dec. 2030						156,896.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Automate procurement processes using e-procurement systems	Jan. 2028	Dec. 2028						166,379.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure a Procurement Planning Software for the University.	Jan. 2026	Dec. 2026						282,752.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.7.4.2. Enhance Procurement Planning and Resource Optimisation.	Institutionalise annual procurement planning linked to departmental work plans and budgets.	Jan. 2027	Dec. 2027						74,826.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.4.2. Enhance Procurement Planning and Resource Optimisation.	Consolidate common-use items to achieve economies of scale.	Jan. 2027	Dec. 2027						42,413.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Introduce framework agreements and long-term supplier contracts for frequently used goods/services	Jan. 2027	Dec. 2027						57,998.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Strengthen coordination between Finance, Procurement, and User Departments.	Jan. 2027	Dec. 2027						17,516.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.7.4.3. To promote sustainable and green procurement.	Incorporate sustainability criteria in tender evaluation (e.g., eco-friendly products, local sourcing).	Jan. 2026	Dec. 2030						60,171.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.7.4.3. To promote sustainable and green procurement.	Prioritise local suppliers and SMEs where feasible	Jan. 2026	Dec. 2030						128,137.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Introduce lifecycle costing in procurement decision-making.	Jan. 2026	Dec. 2030						120,129.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.8: Welfare and Recreation

Goal 1: Promote the holistic well-being of students and staff										
Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.1. To promote student and staff welfare	Establish the Centre for Career Guidance and Counselling.	Jan. 2026	Dec. 2026						304,540.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.1. To promote student and staff welfare	Establish a Well-being Service Unit to provide mentorship and psychosocial support services.	Jan. 2026	Dec. 2027						136,360.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Strengthen the welfare system (e.g., university health insurance, emergency funds/ salary advance, payment of medical bills, mandatory medical screening, end-of-year get together, recognition of retired staff, etc.).	Jan. 2026	Dec. 2026						1,084,840.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Identify and address the specific welfare needs of persons with disabilities and vulnerable groups.	Jan. 2026	Dec. 2030						68,180.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.1. To promote student and staff welfare	Operationalise the structures for the implementation of the Anti-sexual Harassment Policy.	Jan. 2026	Dec. 2026						96,210.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a safeguarding policy and Inclusive Education Policies.	Jan. 2026	Dec. 2026						40,150.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Review/develop Staff Welfare Policy	Jan. 2026	Dec. 2026						49,400.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.8.1.2. To improve health and wellness	Develop a Students' Welfare policy	Jan. 2026	Dec. 2026						52,800.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a comprehensive health policy for students and staff.	Jan. 2026	Dec. 2030						50,400.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.2. To improve health and wellness	Provide health promotion and prevention awareness to staff and students.	Jan. 2026	Dec. 2030						50,250.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish an electronic system for operations at the Medical Centre	Jan. 2025	Dec. 2026						150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Expand the Pharmacy, Laboratory, and provide office space for management at the University Medical Centre.	Jan. 2025	Dec. 2026						200,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Procure a staff welfare Bus	Jan. 2027	Dec. 2027						1,072,800.00	Fees and charges, donor support, IGF, Grants

Strategic Objective	Activities	Timeframe					Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030	
4.4.8.1.2. To improve health and wellness	Implement wellness initiatives such as fitness programs, nutrition awareness campaigns, and preventive health screening for students and staff.	Jan. 2026	Dec. 2030						Fees and charges, donor support, IGF, Grants
	Develop partnerships with local hospitals, wellness centres, and NGOs on health.	Jan. 2027	Dec. 2028						Fees and charges, donor support, IGF, Grants
	Provide emergency transport/ambulance for the Medical Centre	Jan. 2026	Dec. 2027						Fees and charges, donor support, IGF.
	Equip and furnish the medical laboratory and provide a Standby plant for the theatre	Jan. 2026	Dec. 2027						GoG, Donor support, IGF, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.2. To improve health and wellness	Improve staff strength and residential accommodation at the University Medical Centre	Jan. 2026	Dec. 2027						357,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish student first aid club	Jan. 2026	Dec. 2026						50,500.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Ensure that staff go on annual leave.	Jan. 2026	Dec. 2030						6,622.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.8.1.3. To promote work-life balance and community culture	Provide quality and functional washrooms in public buildings	Jan. 2026	Dec. 2027						306,488.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Support intra- and inter-university competitions to enhance socialization	Jan. 2026	Dec. 2030						383,110.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.8.1.3. To promote work-life balance and community culture	Form extracurricular clubs and associations (arts, volunteerism).	Jan. 2026	Dec. 2026						50,893.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop a mother and child-friendly facility for staff and students with childcare responsibilities.	Jan. 2026	Dec. 2027						245,190.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create a university cafeteria where both staff and students can socialize	Jan. 2026	Dec. 2027						537,137.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create spaces for meditation for both staff and students	Jan. 2026	Dec. 2027						75,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

4.4.9: Branding and Communication

Goal: To establish a UBIDS brand and communication mechanisms for brand visibility and marketing											
Strategic Objective	Activities	Timeframe							Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030			
4.4.9.1.1. To enhance corporate branding.	Establish a University Brand and Communication Experts Committee	Jan. 2026	Dec. 2026						DUR, CB Chair, DoF, Pro VC	56,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create and use consistent colour schemes and text layout on logo.	Jan. 2026	Dec. 2026						DUR, Legal Unit, Registry, DIMS	10,280.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design templates for internal and external digital and traditional communications modes, channels and relations.	Jan. 2026	Dec. 2026						Deans, DAPQA, DFO, DUR	30,315.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design and create content for the Faculties and Departmental websites.	Jan. 2026	Dec. 2026						DUR, DIMS, CB Chair	42,762.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.9.1.1. To enhance corporate branding.	Brand institutional journals.	Jan. 2026	Dec. 2026						195,797.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design and widely market branded souvenirs.	Jan. 2026	Dec. 2026						207,315.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design Continuous Professional Development / onboarding programmes and modules for old/new teaching staff.	Jan. 2026	Dec. 2026						172,762.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.9.1.2. To improve corporate brand visibility.	Erect branded signboards in relevant places/locations in Wa.	Jan. 2026	Dec. 2026						103,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Create customer touch points in Wa town, and on the University Campus	Jan. 2026	Dec 2028						200,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.9.1.2. To improve corporate brand visibility.	Establish a university campus radio.	Jan. 2026	Dec. 2028						115,600.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design and distribute branded pull up banners (corporate values) to partner banks and relevant partner institutions.	Jan. 2026	Dec. 2030						103,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Intensify use of digital communication platforms.	Jan. 2026	Dec. 2026						105,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Produce and broadcast UBIDS PTP documentaries.	Jan. 2026	Dec. 2030						103,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Design and publish success stories in UBIDS branded biannual newsletters.	Jan. 2026	Dec. 2030						103,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.9.1.2. To improve corporate brand visibility.	Facilitate staff participation in quarterly TV and Radio appearances or discussions.	Jan. 2026	Dec. 2030						53,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Intensify publicity and impact of the UBIDS annual research and development conference.	Jan. 2026	Dec. 2030						100,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Institutionalise and publish UBIDS research briefings for policy/practice, and decision memos.	Jan. 2026	Dec. 2030						150,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Initiate research and project exhibitions relevant to the national development strategy.	Jan. 2026	Dec. 2026						50,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.9.1.2. To improve corporate brand visibility.	Organise an Annual Community Action Week to communicate and showcase UBIDS PTP achievements.	Jan. 2026	Dec. 2030						103,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Develop and implement UBIDS' communication and branding policy.	Jan. 2026	Dec. 2030						40,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish an alumni office and initiate an annual alumni forum.	Jan. 2026	Dec. 2026						40,658.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
4.4.9.1.3. To enhance corporate brand marketing.	Ensure consistent use of logo and colour codes/schemes on all marketing materials.	Jan. 2026	Dec. 2030						30,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants
	Establish a University Press Centre and a modern digital media studio	Jan. 2026	Dec. 2030						2,000,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

Strategic Objective	Activities	Timeframe						Responsibility	Indicative Budget	Funding Source
		Start	End	2026	2027	2028	2029	2030		
4.4.9.1.3. To enhance corporate brand marketing.	Intensify digital (social media and electronic platforms) and traditional (print media) marketing of UBIDS brand (Corporate brand).	Jan. 2026	Dec. 2030						67,000.00	GoG, Fees and charges, donor support, IGF, PPP, Grants

5.0. PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1. Implementation Strategy

Strategic plan implementation is the driving force that translates the University's Strategic Plan aspirations into tangible outcomes. Effective implementation requires strong institutional leadership, alignment of structures, adequate resourcing, and sustained accountability across all levels of the University. The University of Business and Integrated Development Studies (UBIDS) will therefore adopt a framework that ensures ownership, efficiency, and consistency in executing the Strategic Plan (2026-2030).

The Vice-Chancellor and Management shall

- Provide overall strategic direction and coordination for implementation activities.
- Develop plan implementation guidelines and templates for all units.
- Prepare periodic performance and implementation reports for Management and the Academic Board.
- Advice on resource allocation, risk management, and performance improvement measures.

5.1.1 Launching of the Plan and sensitization of stakeholders

Following approval of the Plan by the university council, the VC shall take steps to launch the Plan and unveil it to the stakeholders of the university and the general public. Besides, Management and all those who have a role to play in the implementation of the Plan must take steps to make the Plan known and owned by their constituents.

5.1.2 Plan Implementation at Schools, Faculties, Institutes, Directorates, and Units level

Each School, Faculty, Institute, and Directorate is responsible for the Plan Implementation. These Directors and Deans will be responsible for cascading the University's strategic objectives into operational actions within their respective units. Their key roles shall include:

- Translating the University Strategic Plan into specific, measurable activities relevant to their mandates.
- Coordinating and monitoring implementation progress within their units.
- Submitting quarterly and annual performance reports to the Vice-Chancellor and management.
- Ensuring effective communication and feedback between the University and the unit level.

5.1.3 Capacity Building for Management and Faculties/ Schools Directors and Deans

To ensure the effective implementation of the plan, the skills of all Deans and Directors will be enhanced through targeted capacity-building initiatives. This will include training in strategic management, results-based monitoring and evaluation (M&E), budgeting, performance reporting, and data-driven decision-making. Regular workshops and refresher courses will be organised to ensure teams are updated with current best practices in strategic plan management.

5.1.4 Preparation of Unit-Level Strategic Plans

Each School, Faculty, Institute, Directorate, and Unit shall develop a detailed Strategic Action Plan that aligns with the overall University Strategic Plan. These plans will be created using standard templates and guidelines provided by the VC and Management to ensure consistency and coherence. The process will involve:

- Identifying priority actions and timelines derived from the University Strategic Plan.
- Assigning responsibilities to officers and teams within each unit.
- Setting measurable indicators for monitoring progress.
- Ensuring integration with unit-level operational and budgetary planning cycles.
- Development of Annual Action Plans

Following the completion of the unit-level strategic plans, each unit shall prepare Annual Action Plans that break down the five-year goals into yearly targets and deliverables. These annual plans will guide day-to-day activities, facilitate performance monitoring, and serve as the basis for annual budget preparation and reporting.

5.1.5 Budgetary Allocations for Implementation

Successful implementation of the Strategic Plan will depend on adequate and timely financial support. The University management will:

- Integrate strategic plan activities into the annual budgeting process.
- Allocate resources to Schools, Faculties, Institutes, Directorates, and Units according to their approved annual action plans.
- Encourage the mobilization of additional resources through internally generated funds (IGF), partnerships, and donor support to complement government subventions.
- Ensure transparent and accountable financial management in the utilization of resources allocated for plan implementation.

5.2 Plan Implementation Monitoring and Evaluation

5.2.1 Plan Implementation Monitoring

The Executive Committee, under the chairmanship of the VC shall be responsible for monitoring the implementation of the Plan. The

Executive Committee, as part of its quarterly meetings, shall review the implementation of the activities of the Plan. Each Faculty/School/Directorate shall make presentations on the status of implementation of the Plan. The Directorate of Academic Planning and Quality Assurance shall authenticate the reports of the various directorates and Schools/Faculties. The Plan Implementation Monitoring Team shall perform monitoring and evaluation through a Results-Based Monitoring and Evaluation (RB-M&E) framework. Regular progress reports, mid-term reviews, and end-of-plan evaluations shall be conducted to measure performance, assess impact, and identify lessons for continuous improvement. Monitoring shall be undertaken at three levels:

- Financial;
- Annual Action Plans; and
- Progress of plan implementation and tracking performance indicators.

Financial

The heads of Schools, Faculties, Institutes, Directorates, and Units should ensure that all financial resources are allocated in accordance with the established financial procedures and within the approved budgets for the activities outlined in the plan. The Auditor will be responsible for auditing all financial records and transactions and submitting audit reports to management.

Annual Action Plans

Annual Action Plans should be assessed quarterly as part of the performance review of the University Strategic Plan. The Annual Action Plans shall serve as the foundation for monitoring the implementation of the University's strategic plan. The activities outlined in the plan must be carried out within the specified timeframes to ensure the timely progress of the entire plan.

5.2.2. Evaluation of the Plan

There will be a mid-term evaluation of the plan. This evaluation will be carried out at the levels of Schools, Faculties, Institutes, Directorates, and

Units, leading to an assessment of the entire University Strategic Plan. The mid-term evaluation will occur two years into the implementation period of the strategic plan. Additionally, a terminal evaluation will be conducted at the end of the plan's implementation period to determine the success or otherwise of the entire University strategic plan. This will serve as the basis for the next University strategic planning period. The University Management shall establish a committee to undertake both the mid-term and end-of-plan evaluations.

5.3. Reporting

The M&E process will function as a feedback mechanism for the implementation process. Consequently, the M&E report will guide the implementation of the plan. The quarterly reports shall be made available to all Schools, Faculties, Institutes, Directorates, and Unit Heads to gather the necessary inputs to ensure the feedback mechanism operates effectively. The Management and Academic Board should show a strong interest in monitoring and evaluating the implementation of the plan.

5.4. Management of the Plan Implementation

The VC and University Management would perform oversight responsibility for the entire University Strategic Plan. They shall monitor the implementation, assessment, and progress of the Strategic Plan at the University and Schools, Faculties, Institutes, Directorates, and Units levels. They shall collaborate with the Quality Assurance Units and the University's Academic Board to ensure the success of the strategic plan.

5.5. Conclusion

The successful implementation of this Strategic Plan relies on collective commitment, discipline, and innovation across all levels of the University. Through strong leadership, institutional collaboration, and effective resource management, UBIDS will turn its strategic goals into tangible results, furthering its vision of becoming an internationally acclaimed centre of excellence in higher education, research, and development practice.



**UNIVERSITY OF BUSINESS AND
INTEGRATED DEVELOPMENT STUDIES**

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