

UNIVERSITY FOR DEVELOPMENT STUDIES

STRATEGIC PLAN



2017-2023

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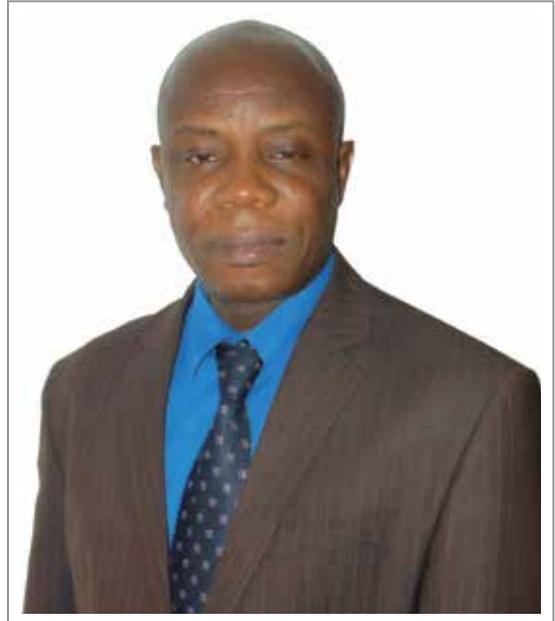
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FOREWORD

The first Strategic Plan of the University for Development Studies (UDS), which spanned the period 2003-2008 elapsed about eight years ago. The overarching need to review the Strategic Plan became more compelling upon my assumption of office as Vice Chancellor of UDS on the 1st October, 2015.

Against the backdrop of dwindling financial support from the central government, the need for higher education in demand driven programmes as well as keen competition from both public and private tertiary institutions which contribute to reduction in the number of students admitted into the university, it has become imperative to review the Strategic Plan to serve as a framework for the overall operations of the Schools/Faculties, Directorates, Institutes, Departments, Sections and Units of the university.



A Strategic Planning Committee was therefore set up under the Chairmanship of the Pro-Vice-Chancellor, Prof. Seidu Al-hassan. In spite of the constraints, management had to look for the needed logistics and finances to facilitate the process. It is envisaged that this Strategic Plan will be used as a guide to address the emerging challenges facing the University, while utilizing its obvious opportunities.

Professor Gabriel Ayum Teye

Vice Chancellor

July, 2016

ACKNOWLEDGEMENTS

This strategic plan could not have been possible without the tacit support of several individuals and institutions within and outside this university. Management and Staff of the University owe a debt of gratitude to the Vice Chancellor, Prof. Gabriel Ayum Teye for his leadership in taking the initiative for the write-up of this document. The Pro-Vice-Chancellor and Chairman of the Strategic Planning Committee, Prof. Seidu Al-hassan, also deserves tons of commendation for the able manner in which he steered the work of the Committee. He particularly took time -off his tight schedules to visit and participate in the work of the Technical Sub-Committee. The Registrar, Dr. A. B. T. Zakariah and Finance Officer, Mr. Mohammed Hardi Shaibu deserve special mention for extending to the Members of the Committee the necessary courtesies and support right from the start to the end of the process.

The Members of the Strategic Planning Committee comprising the Deans In-Charge of the various Campuses deserve special thanks for showing commitment towards bringing the exercise to a successful end. The sleepless and enduring nights of Members of the Technical Sub-Committee comprising: Prof. F. Z. L. Bacho, Prof. Juventus B. Ziem, Mr. Issifu Amadu Abdulai, Dr. Sylvester N. Ayambila, Dr. Joseph Abazaami, Ing. Dr. Ibrahim Seini Yakubu and Mr. Yidana Zakaria, by no small measure contributed to the completion of this document. They diligently applied themselves to the assignment given them by engaging in extensive consultations with institutions and recognised groups within and outside the university to solicit useful inputs that ultimately enriched the content of this Strategic Plan.

We wish to specifically thank the staff of the Regional Coordinating Councils, Regional Directorates of Education and Health in the three Northern Regions for making useful contributions to this document. The invaluable contributions of Staff of the Navrongo Health Research Institute and Irrigation Company of Upper Region (ICOUR) cannot go without our acknowledgement.

An attempt to acknowledge key contributors to the content of this Plan would not be justifiably done without mention of the invaluable support and contributions obtained from Faculties, Unions and Associations within this University. For want of space we are unable to mention all who contributed in diverse ways to make this work a success. To all those individuals and institutions we deeply acknowledge you.

LIST OF ACRONYMS

ALL	African Leadership Lectures
BOT	Build Operate and Transfer
CAN	Campus Area Network
COBES	Community-Based Education and Service
CPD	Continuous Professional Development
DAPQA	Directorate of Academic Planning and Quality Assurance
FACS	Faculty Agribusiness and Communication Sciences
FAS	Faculty of Applied Sciences
FIDS	Faculty of Integrated Development Studies
FMS	Faculty of Mathematical Sciences
FO	Finance Officer
FoA	Faculty of Agriculture
FoE	Faculty of Education
FPLM	Faculty of Planning and Land Management
FRC	Fund Raising Committee
FRNR	Faculty of Renewable Natural Resources
FUSSAG	Federation of University Senior Staff Association of Ghana
GAUA	Ghana Association of University Administrators
GETFund	Ghana Education Trust Fund
GRASAG	Graduate Students Association of Ghana
HoD	Head of Department
HR	Human Resource
ICOUR	Irrigation Company of Upper Region
ICT	Information and Communication Technology
IFCAT	Institute of Field Communication and Agricultural Training

IGF	Internally Generated Fund
IIRaCS	Institute of Interdisciplinary Research and Consultancy Services
KPI	Key Performance Indicators
LAN	Local Area Network
M&E	Monitoring and Evaluation
NAB	National Accreditation Board
NCTE	National Council for Tertiary Education
NGO	Non-Governmental Organization
NR	Northern Region
OSCE	Objective Structured Clinical Examination
PNDC	Provisional National Defence Council
PPP	Public Private Partnership
Pro-VC	Pro-Vice Chancellor
RCC	Regional Co-ordinating Council
SAHS	School of Allied Health Sciences
SBL	School of Business and Law
SDGs	Sustainable Development Goals
SMHS	School of Medicine and Health Sciences
SoE	School of Engineering
SP	Strategic Plan
SPC	Strategic Planning Committee
SP-TSC	Strategic Planning Technical Sub-Committee
SPIC	Strategic Plan Implementation Committee
SRC	Students Representative Council
SWOT	Strength Weaknesses Opportunities and Threats
TEWU	Teachers and Educational Workers Union

TOR	Terms of Reference
TSC	Technical Sub-Committee
TTFPP	Third Trimester Field Practical Programme
UDS	University for Development Studies
UDS-INT	University for Development Studies International
UER	Upper East Region
USA	United States of America
UTAG	University Teachers Association of Ghana
UWR	Upper West Region
VC	Vice Chancellor
WAEC	West African Examinations Council
WAN	Wide Area Network
WPD	Works and Physical Development

1.0 BACKGROUND

The relevance of the core mandate given to the University for Development Studies (UDS), as a public tertiary educational institution some two decades ago, is still as pertinent today as it was then. The core mandate was and still remains “to foster a closer interaction between academia and rural communities in the quest for practical and sustainable solutions to the myriad of challenges facing the country”. Despite the challenging local and global landscape, the UDS is fulfilling its mandate as evidenced by the visible presence of UDS in rural communities over the years through its outreach programmes such as the Third Trimester Field Practical Programme (TTFPP). The fervent desire to accomplish the mandate of the UDS informed the thrust of the 2003 – 2008 strategic process, as echoed by the then Vice Chancellor (Prof. John Kaburise) in the following statement:

The main challenge facing it [the University] is how to re-position itself as a national asset in the facilitation of life-long learning infused with a pro-poor philosophy, a University that is committed to the pursuit of knowledge for empowerment, that is to say knowledge which can be used as an instrument of access to economic opportunity, political participation, educational development and social mobilization.

Two decades down the line, the University for Development Studies, together with its stakeholders, look back with pride at the transformation of a young university with very modest human and physical resources to its current state of four campuses in Tamale, Nyankpala, Navrongo and Wa spanning the three regions of the north with a huge potential for socio-economic development.

In a bid to build institutional capacity and enhance international visibility, the University for Development Studies has had very fruitful inter-university collaborations, notable amongst them are: United Nations University, University of Illinois, USA; Makerere University, Uganda; Montpellier SupaGro, France, etc. Additionally, the institution of the annual “Africa Leadership Lectures” (ALL) has created an international platform for distinguished former African leaders to share, not only their experiences in governance, but also their aspirations for a better Africa .

Undoubtedly, the goals of the previous Strategic Plan have been largely met hence the need for the University to steer itself in a new direction necessitated by the ever changing political, social, and economic contexts nationally and globally.

The current Strategic Plan is intended to consolidate the gains made from the earlier UDS Strategic Plan (2003 – 2008), and situate these within the context of a dynamic environment of higher education in Ghana and beyond. The University is still expected to focus on its

core mandate as spelt out in the law establishing it while at the same time enhancing the efficiency with which it responds to the changing national landscape. In the face of dwindling government support for public tertiary institutions, the University will explore innovative strategies to raise funds both internally and externally. Furthermore, it is expected that Faculties will re-engineer existing academic programmes as well as develop new ones that are both attractive to students and in the same breath relevant to industry.

1.1 PROFILE OF UDS

The UDS was established by the Government of Ghana in May, 1992 with a mandate to ‘blend the academic world with that of the community in order to provide constructive interaction between the two for total development of Northern Ghana in particular and the country as a whole’ (PNDC Law 279, Section 2). The UDS is strategically located in Northern Ghana where poverty has over the years been a development challenge .

The University had a modest and humble beginning in 1993 starting with the Faculty of Agriculture at the Nyankpala Campus. The Nyankpala Campus started with borrowed facilities from the then Agricultural College. The Faculty had an initial intake of forty (40) students. A year later, the Faculty of Integrated Development Studies was established. In a similar vein, the new Faculty also started with borrowed facilities for students’ accommodation and lecture spaces at the Tamale School of Hygiene and Tamale Islamic Science Senior High School respectively. The Faculty was relocated to the Navrongo Campus a year later because of the critical need for space. The Faculty was housed in a borrowed facility formerly used by the Institute of Field Communication and Agricultural Training (IFCAT). Through dynamic and visionary leadership and acting in line with the mandate and vision of the University, the Faculty of Integrated Development Studies was later moved to start the Wa Campus in 2002, again in borrowed premises. The Upper West Regional Coordinating Council allocated the “36 Unit Block” for use as lecture space and office accommodation. Lectures were held in borrowed facilities at the Wa School for the Deaf, the Secretariat of Upper West Regional House of Chiefs and Nusrat Jahan Ahamadiyya College of Education while the School for the Blind accommodated the female students.

Despite these initial challenges, UDS now has twelve Faculties located on the various Campuses at Nyankpala, Tamale, Navrongo and Wa. The University has several academic departments which run various undergraduate and postgraduate programmes. Currently, as of the 2015/2016 academic session, the student population for the undergraduate and postgraduate levels stood at 17,311 and 773 respectively with a staff strength of 1,577. As can be seen, from an initial student enrolment of 40 on one campus to a total of 18,084 on four campuses, the need for strategic planning cannot be underestimated. At the helm of management is the University Council with the Vice Chancellor (VC) as the Chief

Executive Officer of the University. By virtue of its multi-campus nature, the University has a decentralized structure of administration with the Central Administration located in the Tamale Campus, Dungu. Each of the Campuses has a Dean-In-Charge whose administrative functions are to play a coordinating role on the Campus and to serve as a liaison between the Campus and the Central Administration. As part of the ongoing processes to further deepen governance in the University, management is working towards implementing a Collegiate system of administration.

2.0 THE PLANNING PROCESS

2.1 Initiation of the process

This Strategic Plan document is as a result of several months of consultation and deliberations with a cross-section of stakeholders as well as the leadership of the University. The planning process for the UDS Strategic Plan 2017- 2023 was initiated at the instance of the VC who provided logistics for the realisation of this very important managerial exercise. Both the planning and preparation processes were facilitated by a Strategic Planning Committee. The Committee took cognizance of the fact that the University was established with a pro-poor philosophy. The Committee examined the vision and mission of the University and formulated strategic goals in the context of emerging challenges within the University and the larger operational environment. This was to ensure that the strategic goals were appropriate for meeting the future manpower and developmental needs of Ghana. Also, the process largely built on the strategic plans developed by various Faculties, Schools, Institutes, Centres and Units. Discussions were held with traditional authorities, TTFPP community members, bank officials, UDS alumni, NGOs, Unions (FUSSAG, TEWU, GAUA), UTAG), Students and Student Unions, Senior High Schools and -Market traders.

The specific techniques employed included but were not limited to the following:

- i. Meetings of Technical Sub-Committee
- ii. Environmental scan (both internal and external)
- iii. Collation and analyses of information/data and development of themes
- iv. Formulation of goals, objectives and write-up
- v. Stakeholder validation workshop
- vi. Drafting of the Strategic Plan
- vii. Finalisation of the Strategic Plan

2.3 Environmental Scan

The planning process was participatory and entailed a comprehensive internal and external environmental scans. The process involved a thorough analysis of the wider operational context within which the university operates; notably, the national policy environment favouring the establishment of more public tertiary institutions in each region.

2.3.1 Internal Scan

The internal scan focused on the strengths and weaknesses of the University over the period of its existence. The team visited all the campuses to meet with a cross section of members of the University community notably: Deans/Directors, HoDs, Administrators and Professionals, Senior Members, and Unions. From the SWOT analysis, the strengths and weaknesses of UDS as an institution emerged. In the light of extensive consultations, the following Strengths, Weaknesses, Opportunities and Threats were identified:

Strengths

- i. Youthful, dynamic and enthusiastic staff members
- ii. Bold, visionary and dynamic leadership
- iii. Diversity resulting from multi-campus nature of the University
- iv. Full autonomy from inception
- v. Good and relevant mandate
- vi. TTFPP makes the University unique
- vii. Community-based programmes
- viii. Innovative programmes
- ix. Motivated students
- x. Appreciation of gender issues
- xi. Commitment to community development
- xii. Location in deprived regions reinforces mandate
- xiii. Programmes appreciated by communities

Weaknesses

- i. Multi-campus system is complex to manage
- ii. Weak financial base (limited sources of funding)

- iii. Poor physical infrastructural base
- iv. Poor communication network on the Campuses
- v. Unattractive environment of Campuses make it difficult to recruit and retain staff as well as attract students
- vi. Inadequate academic linkages for both staff and students
- vii. Inadequate number of experienced mentors
- viii. Difficulty in the recruitment of senior and experienced academic staff for some Schools/Faculties e.g. SMHS, SBL, FMS, SoE, FRNR, etc
- ix. Low visibility of research output

Opportunities

- i. Many NGOs, development partners and other institutions can be linked up for research
- ii. Being the leading development-oriented institution makes it a centre of reference
- iii. Young and motivated staff, who will stay long in the University
- iv. Large catchment areas for Agricultural, Health and Social research
- v. Possesses vast land for future expansions and development
- vi. Strategically located to publicize its programmes to attract students, collaborators and donors
- vii. Good relations with stakeholders (governments' agencies, NGOs, research institutions, business enterprise, religious organizations and communities)
- viii. Use the prevailing sense of goodwill to access more funding sources and to secure more land and other properties for development
- ix. Government and international bodies are receptive to the Distance Education and continuing education concept
- x. Consultancy services are available within the public and private sectors (currently, many organizations within the country rely on consultancy services for their operations)
- xi. The University has a large pool of Alumni in strategic positions both within and outside the country
- xii. Virtually all the forest reserves, national parks and traditionally protected areas in northern Ghana are available to University staff and students as field laboratories for teaching and research

- xiii. Opportunities exist for the development of innovative bilingual/multilingual programmes to attract foreign students from neighbouring countries and across the globe

Threats

- i. Lack of commitment on the part of some staff and low level of administrative citizenship
- ii. Inadequate resources to maintain existing structures, equipment and vehicles
- iii. Inadequate ICT facilities
- iv. Insufficient funding is a threat to TTFPP and institutional development
- v. The phenomenal growth of tertiary educational institutions and the expansion of out-of-campus programmes in the country pose a great challenge to the University in attracting and retaining experienced staff, and more external support
- vi. Stiff competition from older public universities
- vii. Dwindling funding from central government

2.3.2 External Scan

The external deliberations carried out in the three Northern Regions involved communities, research institutions, Ghana Education Service, Ghana Health Service, Regional Co-ordinating Councils, Financial Institutions, NGOs, Second Cycle Institutions, market women and a cross section of the youth.

2.3.3 Thematic Areas

The results from both the internal and external scan were analysed and synthesised into the following key thematic areas:

- i. Financial stability
- ii. Academic programmes
- iii. Relevance of TTFPP
- iv. Human resource development/Governance
- v. Physical infrastructure

- vi. ICT infrastructure
- vii. Research – partnerships, collaborations and networking
- viii. Total Quality Management issues

2.4 Strategic Goals

The following strategic goals were then derived from the themes and ordered as follows:

Goal 1: A stable financial system in place.

Goal 2: Innovative academic programmes developed in line with current realities

Goal 3: Enhanced and relevant TTFPP in place

Goal 4: Enhanced governance structure in place

Goal 5: Enhanced and modernised infrastructure in place

Goal 6: Strengthened and expanded ICT for all university activities available

Goal 7: Improved innovative research for community and national development

Goal 8: Enhanced Total Quality Management system in place

2.4.1 Ordering of Strategic Goals

Particular attention was given to the ordering of the strategic goals to reflect the importance attached to them in the attainment of the University's Vision and Mission. The sequencing of goals reflects the logic that they are intimately linked. Ensuring that a stable financial system is in place sets the tone for the realization of the target goals. To achieve and sustain all the desired goals, there is the need for an efficient and effective Total Quality Management System, hence its position at the end.

2.4.2 Stakeholder Workshop

A stakeholder workshop was held in Tamale during which all internal stakeholders had the opportunity to make inputs which ultimately were fed into the final strategic plan.

3.0 THE STRATEGIC PLAN

3.1 Core Values

- *Integrity* – We will demand the highest standards of ourselves to earn the trust of others
- *Loyalty* – We will demonstrate a strong resolve to give back selflessly to our University
- *Excellence* – We will strive to do things better, setting challenging goals and continuously improving and innovating to deliver the best possible outcomes
- *Diversity* – We will value diversity among our students and staff and we will be committed to the establishment of an atmosphere where individuals can get equal opportunities to challenge, self-develop and learn for growth and leadership
- *Commitment* – We will be committed to knowledge generation that positively impacts the lives of those within and outside our university community

3.2 Vision Statement

To be the home of world-class pro-poor scholarship.

3.3 Mission Statement

UDS seeks to attain its vision by promoting equitable and sustainable socio-economic transformation of communities through being:

- practical-oriented
- community-based

- problem-solving
- inclusive
- interactive research, teaching, learning and outreach programmes.

3.4 Critical Assumptions

The following critical assumptions are important in the execution of the Strategic Plan.

- i. The proliferation of tertiary institutions in the catchment area of the University.
- ii. Students' enrolment will continue to increase in the face of stiff competition.
- iii. Government will continue to support the University financially
- iv. The university will continue to operate in a stable environment.
- v. Government policies will remain favourable.
- vi. There will be continuous cordial relationship with relevant stakeholders.
- vii. The UDS will remain one entity with campuses in Tamale and Nyankpala in the Northern region, Navrongo in the Upper East region and Wa in the Upper West region.
- viii. The University will continue to generate enough resources to supplement government's support.
- ix. Management will continue to receive the cooperation of all members of the university community.

4.0 STRATEGIC GOALS

Goal 1: A Stable Financial System in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
1.1 Expand and diversify income generation sources.	1.1.1 Organize university-wide sensitization and training on income generation.	3,625,450	←→							FO
	1.1.2 Introduce innovative and demand-driven on and off-campus professional and short-term training programmes.		←→							Deans/ HoDs
	1.1.3 Kick-start a <i>grantsmanship</i> programme to develop grant winning proposals		←→							VC
	1.1.4 Establish “UDS Business” and formulate policies and guidelines for setting up viable businesses by faculties /directorates, departments and Units (e.g PPP and other models).		←→							VC
	1.1.5 Expand consultancy and other services of the university.		←→							VC/Directors
	1.1.6 Establish a Fund Raising Committee (FRC).		←→							VC/FO
	1.1.7 Establish a fund raising database.		←→							VC/ Director- ICT
	1.1.8 Engage a professional fund raiser.		←→							VC/Registrar

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
	1.1.9 Involve the alumni in fund raising activities.		←→								VC
	1.1.10 Institute a mechanism to recognise individuals/groups who have contributed financially to research, teaching and service to the university.		←→								VC/Registrar
	1.1.11 Promote the use and hire of university facilities within a regulatory framework.		←→								VC/WPD/ Deans/HoDs
	1.1.12 Attract funding through research.		←→								Deans/ Directors/ HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
1.2 Enhance the efficiency and effectiveness of the university's financial management system.	1.2.1 Organise university-wide sensitization on the financial management system.	76,250	←→								VC/FO
	1.2.2 Ensure strict adherence to financial policies, guidelines and procedures (i.e. Financial Administration Act, Procurement Law, the University's Financial Administration Manual etc.).		←→								VC/Audit
	1.2.3 Align expenditure with budgets through regular financial audits.		←→								VC/Audit
	1.2.4 Enforce implementation of audit recommendations.		←→								VC
	1.2.5 Separate income generation units (research, projects, UDS Business, Consultancies and others) from main stream university activities.		←→								VC/FO
	1.2.6 Deepen financial decentralization to departments, Centres and Units with sound financial management systems.		←→								VC/FO
	1.2.7 Strengthen internal controls in all areas to minimise costs.		←→								VC/Audit
	1.2.8 Sharpen the skills of staff in the preparation of budgets.		←→								FO

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
1.3 Establish an equitable and effective sharing formula for distributing resources to revenue and expenditure centres of the University.	1.3.1 Review policies and guidelines on resource distribution.	21,250	←→							VC/FO
	1.3.2 Enforce implementation of policies, regulations and guidelines.		←→							VC/FO

Goal 2: Innovative Academic Programmes in line with Current Realities in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
2.1 Review existing programmes to meet current needs.	2.1.1 Establish a system of periodic review of existing academic programmes (policies, guidelines and procedures).	92,750	←→							VC/Deans/ HoDs
	2.1.2 Set up Faculty-based Curricula Review Committees.		←→							Deans/HoDs
	2.1.3 Establish Career Advisory Service Centres in all campuses of the university.		←→							VC/Director-Counselling Unit
	2.1.4 Faculties to identify and project the visibility of flagship programmes.		←→							Deans/HoDs
	2.1.5 Expand top-ups and bridge-in programmes.		←→							Deans/HoDs
	2.1.6 Create synergies among faculties in the development of academic programmes (intra and inter-faculty collaboration).		←→							Deans/HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
2.2 Develop innovative demand driven programmes.	2.2.1 Introduce distance-learning programmes.	3,450,000	←		→						Deans/HoDs
	2.2.2 Expand sandwich programmes to include evening and weekends courses.		←								Deans/HoDs
	2.2.3 Introduce French and other international languages (German, Chinese, Arabic etc.) as academic programmes.		←								Deans/HoDs
	2.2.4 Develop and run short professional and skill-based training programmes.		←								Deans/HoDs
	2.2.5 Establish a feedback system through the alumni network, tracer studies and peer and professional reviews.		←								Deans/ Director DAPQA/ HoDs
	2.2.6 Expand the graduate programmes to promote research and capacity building.		←								VC/Deans/ HoDs
	2.2.7 Develop collaborative graduate programmes to increase the international visibility of the university and research funding.		←								Deans/ Directors/ HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
2.3 Modernise the library system.	2.3.1 Comprehensively assess the present state of the libraries on campuses.	6,152,750	←		→						Librarian
	2.3.2 Provide adequate and modern infrastructure and accompanying equipment, furniture etc.		←								VC/Director-WPD
	2.3.3 Recruit adequate and qualified personnel.		←								VC/Registrar
	2.3.4 Automate the entire library system to provide wider access to teaching and learning resources.		←								VC/Director-ICT/ Librarian
	2.3.5 Actively source funding to support the library.		←								FO/Librarian
	2.3.6 Continuously update the skills and knowledge of staff, students and other stakeholders in the use of library resources		←								Librarian
	2.3.7 Expand the University repository through linkages with other database systems		←								Librarian/ Director-ICT
	2.3.8 Develop user friendly e-library system accessible to staff and students as well as other researchers		←			→					Librarian/ Director-ICT
	2.3.9 Procure on-line journals and literature databases for use by students and staff		←								Librarian

Goal 3: An Enhanced and Relevant TTFPP in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
3.1 Enhance the Sustainability of TTFPP and other training programmes.	3.1.1 Broaden and intensify fund raising activities.	200,000	←-----→							Director-TTFPP/ Chairman FRC	
	3.1.2 Develop collaborative practical training programmes with partners to attract funding and support for communities.		←-----→							Deans/ Directors/ HoDs/ FRC	
	3.1.3 Incorporate all fund raising efforts of practical training programmes into the university-wide fund raising activities.		←-----→								VC/Deans/ Directors
	3.1.4 Develop realistic cost and budget lines for practical training activities		←-----→								VC/FO/ TTFPP
	3.1.5 Streamline the allocation of funds to all practical training programmes.		←-----→								VC/FO/ TTFPP
	3.1.6 Enhance the orientation of staff, students and other stakeholders on TTFPP and other outreach programmes.		←-----→							Deans/ Directors/ HoDs	

3.2 Develop more innovative practical training programmes.	3.2.1 Consciously incorporate practical training components into all academic programmes	142,500								Deans/ Directors/ HoDs
	3.2.2 Strengthen the links between theory and practice in teaching and learning activities.									Deans/ Directors/ HoDs
	3.2.3 Strengthen the linkage between skills training and industry needs.									Deans/ Directors/ HoDs

Goal 4: An Enhanced Governance System in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY		
			Y1	Y2	Y3	Y4	Y5	Y6	Y7			
4.1 Decentralise management of the university.	4.1.1 Finalize the revised statutes.	1,582,500	←→								VC/ Registrar	
	4.1.2 Develop and/or review administrative manual and other necessary documents to address the emerging complexities.		←→								VC/ Registrar	
	4.1.3 Develop and/or review appropriate policies, guidelines, rules and regulations in consonance with the new statutes.		←→									VC/ Registrar
	4.1.4 Develop and implement clear administrative structures for campuses and other decentralized systems.		←→									VC/ Registrar
	4.1.5 Decentralise university-wide directorates, institutes, centres (TTFPP, UDS International, IIRaCS, etc) to all campuses.		←→									VC/ Registrar/ Directors
	4.1.6 Encourage faculties/school, institutes, departments, centres etc. to prepare their Strategic Plans in tandem with the University Strategic Plan.		←→									

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY		
			Y1	Y2	Y3	Y4	Y5	Y6	Y7			
4.2 Streamline and enhance administration.	4.2.1 Formulate and/or review codes of conduct for all categories of staff.	821,250	←→								VC/ Registrar	
	4.2.2 Ensure adherence to codes of conduct.		←→								VC/ Registrar/ Deans/ HoDs Directors/	
	4.2.3 Organise university-wide sensitization and continuous updating of staff on policies, guidelines, rules and regulations.		←→									VC/ Registrar/ Deans/ HoDs Directors/
	4.2.4 Develop clear job description for each category of staff.		←→									VC/ Registrar
	4.2.5 Eliminate functional overlaps of the different units of the university.		←→									VC/ Registrar
	4.2.6 Develop clear communication channels and procedures.		←→									VC/ Registrar
	4.2.7 Enhance the functions of the legal department of the university.		←→									VC/ Registrar
	4.2.8 Harmonize the responsibilities for monitoring and supervision of staff posted to Faculties, institutes, departments, centres, units etc.		←→									Registrar

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
4.3 Enhance Human Resource Capacity at all levels.	4.3.1 Secure an attractive level of compensation and service conditions for all categories of staff.	1,514,250	←-----→							VC
	4.3.2 Improve the working environment (offices, laboratories, Libraries, etc.) to facilitate the work of all categories of staff (especially, academic staff).		←-----→							VC/Deans
	4.3.3 Introduce a package of motivational incentives tied to performance and outstanding achievement for staff (Design of Incentive Packages - awards, bonuses etc.).		←-----→							VC/ Registrar
	4.3.4 Develop policies and guidelines for recruiting staff.		←-----→							VC/ Registrar
	4.3.5 Put in place a staff development plan.		←-----→							VC/ Registrar
	4.3.6 Design and implement staff capacity building programmes for all categories of staff.		←-----→							VC/ Registrar
	4.3.7 Provide opportunities for continuous or lifelong education and mentoring		←-----→							VC/ Registrar/ Deans/ Directors/ HoDs
	4.3.8 Provide clear guidelines and create awareness for progression.		←-----→							VC/ Registrar
	4.3.9 Establish a computerised university-wide human resource and academic database.		←-----→							VC/ Registrar/ Director-ICT

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
4.4 Strengthen the link between the university and alumni.	4.4.1 Review the policy framework and structures to facilitate alumni participation.	3,500	↔								VC/ Registrar/ Alumni
	4.4.2 Set up a comprehensive alumni database.		↔								VC/ Registrar/ Alumni
	4.4.3 Enhance alumni presence in university activities.		↔								VC/ Registrar/ Alumni
4.5 Strengthen the security system	4.5.1 Enhance the performance of security personnel through regular retraining/in-service training.		↔								VC/ Director- WPD
	4.5.2 Recruit more qualified security personnel.		↔								VC/ Director- WPD
	4.5.3 Develop a comprehensive inventory of all University properties and resources.		↔								VC/ Registrar
	4.5.4 Develop mechanisms for monitoring all University properties and resources.		↔								VC/ Director- WPD
	4.5.5 Beef up security with CCTV cameras.		↔								VC/ Director- WPD
	4.5.6 Consciously procure and update security logistics.		↔								VC/ Director- WPD

Goal 5: An Enhanced and Modernised Infrastructure in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY		
			Y1	Y2	Y3	Y4	Y5	Y6	Y7			
5.1 Develop a detailed layout/planning scheme for each of the campuses.	5.1.1 Properly acquire and secure the university lands.	20,875,000	←	→						VC/ Director- WPD		
	5.1.2 Prepare and display layouts/planning schemes in each campus.		←	→						VC/ Director- WPD		
	5.1.3 Strengthen the capacity of WPD to manage the development on each campus.		←							→	VC	
	5.1.4 Sensitize university community on the need to adhere to layouts/planning schemes.		←								→	VC/ Director- WPD
	5.1.5 Develop energy efficient infrastructure and alternative energy sources (e.g. solar, biogas etc.).		←								→	VC/ Director- WPD
	5.1.6 Incorporate efficient water harvesting systems in all buildings.		←								→	VC/ Director- WPD

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
5.2 Develop an appropriate and adequate infrastructure for each of the campuses.	5.2.1 Identify the infrastructure needs of each campus (e.g libraries, laboratories, teaching and learning spaces, etc).	125,000,000	←→								VC/ Director-WPD
	5.2.2 Incorporate disability friendly and other critical functional needs in designs (such as car parks) in all infrastructure.			←→							VC/ Director-WPD
	5.2.3 Establish a mechanism for sourcing funds to establish infrastructure (e.g IGF, PPP, BOT, Private, etc).		←→								VC/ Director-WPD Chairman FRC
	5.2.4 Procure appropriate accompanying Furniture, equipment and library resources etc.		←→								VC/ Director-WPD
5.3 Strengthen the WPD department.	5.3.1 Set up grounds and maintenance Unit.	21,250	←→								VC/ Director-WPD
	5.3.2 Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.		←→								VC/ Director-WPD

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7		
5.4 Embark on a conscious landscaping and beautification.	5.4.1 Prepare landscaping and beautification plans for each campus.	1,500,000	←	→						VC/ Director- WPD	
	5.4.2 Set up a Grounds Management Unit within the WPD (recruiting specialists, logistics etc.).		←	→						VC/ Director- WPD	
	5.4.3 Incorporate landscaping and beautification into every building contract.		←							→	VC/ Director- WPD
	5.4.4 Consciously allocate resources for landscaping and beautification.		←							→	VC/FO/ Director- WPD
5.5 Establish an effective maintenance System.	5.5.1 Develop a maintenance schedule for each campus.	10,625	←	→						VC/ Director-WPD	
	5.5.2 Strengthen the functions of the maintenance/ estate units to carry out maintenance activities on a regular basis.		←	→						VC/ Director-WPD	
	5.5.3 Consciously allocate resources for maintenance of the infrastructure.		←	→						VC/FO/ Director-WPD	

Goal 6: Strengthened and Expanded ICT for all University Activities

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
6.1 Establish efficient and effective ICT system.	6.1.1 Take inventory of ICT infrastructure on all campuses.	2,551,250	↔							VC/ Director- ICT
	6.1.2 Review and update the University ICT policy.		↔							VC/ Director- ICT
	6.1.3 Expand and modernize ICT infrastructure on all campuses.		↔							VC/ Director- ICT
	6.1.4 Institutionalize the use of ICT in all activities of the university.		↔							VC/Deans/ Directors/ HoDs
	6.1.5 Continuously upgrade the skills of staff and students in ICT.		↔							VC/ Director- ICT
	6.1.6 Ensure regular maintenance and update/upgrade ICT facilities (both software and hardware).		↔							VC/Deans/ Directors/ HoDs
	6.1.7 Operate and maintain ICT on cost recovery basis.		↔							VC/FO/ Director- ICT
	6.1.8 Provide robust backup systems at all times.		↔							VC/ Director- ICT
	6.1.9 Establish mutually beneficial linkages with ICT companies.		↔							VC/ Director- ICT
	6.1.10 Adopt an integrated ICT management system for the University.		↔							VC/ Director- ICT
	6.1.11 Develop and maintain a vibrant and engaging web presence.		↔							VC/ Director- ICT/ Webmaster

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
6.2 Institutionalize the use of ICT in teaching, learning and research.	6.2.1 Deploy the use of ICT in teaching and learning at all levels.	5,450,000								VC/Deans/ Directors/ HoDs
	6.2.2 Create and equip computer laboratories in all faculties for training purposes.									VC/Deans/ Directors/ HoDs
	6.2.3 Create an appropriate ICT platform (LAN, CAN, WAN etc) for use by all units of the university to manage data regarding students, personnel, finances etc.									VC/Deans/ Directors/ HoDs
	6.2.4 Expand teaching platforms through the use of ICT (e-learning/ distant learning, video and teleconferencing facilities etc).									VC/Deans/ Directors/ HoDs
	6.2.5 Develop ICT based facilities to support laboratory system of the university (use of dry labs, e-anatomy dissection tables, population based laboratories etc).									VC/Deans/ Directors/ HoDs
	6.2.6 Procure relevant software for scientific writings (turn it in, reference managers, statistical and other data analysis packages etc).									VC/Deans/ Directors/ HoDs
	6.2.7 Provision of dedicated bandwidth for internet access (all campuses)									
	6.2.8 Upgrade internet access infrastructure (routers, switches, servers etc.)									

Goal 7: Improved Innovative Research for Community and National Development

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
7.1 To initiate research projects/ programmes to address the problems of rural communities in response to national development needs.	7.1.1 Deepen the identification and redress the developmental needs of rural communities in Ghana through the TTFPP/outreach in partnership with relevant research and development organizations.	875,000	←-----→							VC/Deans/ Directors/ HoDs
	7.1.2 Provide extension services and technology transfer to rural communities in partnership with relevant research and development organizations.		←-----→							VC/Deans/ Directors/ HoDs
	7.1.3 Identify innovative grant winning research teams to develop proposals to secure funding.		←-----→							VC/Deans/ Directors/ HoDs
7.2 Encourage the development of joint undergraduate/ graduate programmes and networking with local and foreign institutions of higher learning and research.	7.2.1 Expand joint undergraduate/ graduate training programmes with prospective partners.	600,000	←-----→							VC/Deans/ Directors/ HoDs
	7.2.2 Establish research Chairs and Foundations to attract outstanding scholars, research partnerships, collaborations and networks with relevant individuals, organizations or institutions.		←-----→							VC/Deans/ Directors/ HoDs
	7.2.3 Develop a conscious plan of public engagement that is aligned with the research ambitions of the university		←-----→							VC/Deans/ Directors/ HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
7.3 To promote basic, applied and collaborative research with industry, communities and institutions of higher learning and research.	7.3.1 Compile a database of possible local and international research partners	10,000	↔							VC/Deans/ Directors/ HoDs
	7.3.2 Build database of prospective funding institutions/ organisations.		↔							VC/Deans/ Directors/ HoDs
	7.3.3 Develop the capacity of staff and students to undertake research.		↔							VC/Deans/ Directors/ HoDs

Goal 8: An Enhanced Total Quality Management System in Place

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
8.1 To expand the mandate of quality assurance to encompass all systemic processes.	8.1.1 Review the policies, rules and regulations governing quality assurance.	225,000	↔							VC/Director-DAPQA
	8.1.2 Redefine the structure and functions of the quality assurance directorate.		↔							VC/Director-DAPQA
	8.1.3 Strengthen the capacity of the directorate.		↔							VC/Director-DAPQA
	8.1.4 Organise sensitisation on quality assurance.		↔							VC/Deans/ Directors
	8.1.5 Expand quality assurance activities to cover non-academic processes.		↔							VC/ Registrar/ Deans/ Directors/ HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
8.2 To institute regular orientation and training programmes for students and staff on the need and practice of quality assurance	8.2.1 Organise orientation on quality assurance issues for all newly recruited staff and students.	913,345								VC/ Registrar/ Deans/ Directors/ HoDs
	8.2.2 Incorporate quality assurance in all ongoing teaching and learning processes.									VC/Deans/ Directors/ HoDs
	8.2.3 Organise regular university-wide refresher training for all staff.									VC/ Registrar/ Deans/ Directors/ HoDs
8.3 To ensure quality teaching, research and services	8.3.1 Recruit qualified academic, administrative and technical staff.	11,981,250								VC/ Registrar/ Deans/ Directors/ HoDs
	8.3.2 Adhere to guidelines and reports from regulatory bodies (e.g National Council for Tertiary Education-NCTE, National Accreditation Board -NAB and other professional bodies).									VC/ Registrar/ Deans/ Directors/ HoDs
	8.3.3 Implement recommendations from staff/programme evaluation reports.									VC/ Registrar/ Deans/ Directors/ HoDs
	8.3.4 Ensure that adequate teaching and learning resources are provided.									VC/ Librarian/ FO/Deans/ Directors/ HoDs
	8.3.5 Facilitate the provision of conducive teaching and learning environment.									VC/ Librarian/ FO/Deans/ Directors/ HoDs
	8.3.6 Ensure that feedback from evaluation reports are provided to all staff.									VC/ Registrar/ Deans/ Directors/ HoDs

OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	TIME FRAME							ACTION BY
			Y1	Y2	Y3	Y4	Y5	Y6	Y7	
8.4 To ensure that the University produces quality products to meet market/industry demands.	8.4.1 Ensure that qualified applicants are admitted.	396,950								VC/ Registrar/ Deans/ Directors/ HoDs
	8.4.2 Ensure that the university conducts tracer studies.									VC/Director-DAPQA
	8.4.3 Ensure that the university's admission system is linked to WAEC database.									VC/ Registrar, Director-DAPQA/ Director-ICT
8.5 Establish a university wide M&E system.	8.5.1 Develop monitoring and evaluation policy for the University.	396,950								VC/Director-DAPQA
	8.5.2 Ensure the conduct of periodic staff performance appraisal.									VC/ Registrar/ Director-DAPQA
	8.5.3 Ensure professional peer review processes are in place.									VC/Director-DAPQA
	8.5.4 Encourage staff to undergo Continuous Professional Development (CPD).									VC/ Registrar/ Deans/ Directors/ HoDs

5.0 ESTIMATED COST

The implementation of the plan over the period is estimated to cost One Hundred and Eighty Eight Million Four Hundred and Eighty Nine Thousand and Seventy United States Dollars (US\$ 188,489,070) – approximately GHS 753,956,280 (US\$ 1 = GHS 4).

6.0 PROCESSES OF IMPLEMENTATION, MONITORING AND EVALUATION

The implementation of the activities in the Strategic Plan will be done following a multi-tier approach. The Vice Chancellor has been cited in many places as the one with the responsibility to implement action points in the Plan. This has been purposely done with the thinking that some of these activities would be delegated to key players under whose domain such activities fall. It is incumbent on heads of Units, Sections, Departments, Schools/Faculties and Directorates to study the plan thoroughly and to draw the attention of the VC to activities that fall due for implementation, whether such activities are in their purview or not. The implementation of the Plan is thus the responsibility of all staff of the university and its stakeholders..

A Plan should end with an Implementation Framework. This comprises implementation plans as well as monitoring and evaluation strategies. The implementation plans should detail the activities and corresponding periods of execution (i.e., flow charts). For monitoring and evaluation purposes, the plans should define key performance indicators for all activities. The process should also include monitoring of resource flows and application.

Furthermore, the M & E process should assess the level of transparency in implementation, accountability, degree of participation, outputs and impacts of the projects. As much as possible, the M & E process should be undertaken through a participatory process involving all relevant key actors such as staff of the University, students, and end users of the products of the Faculties.

The Faculty/School Boards should take center stage in the monitoring and evaluation of the implementation of the Plan. Periodic M & E reports should be submitted to the VC. Implementation of the strategic plan will entail the following:

- a. Preparation of Faculties/Schools and other Unit Plans: The detailed strategic plans for Faculties/Schools/Departments and other units should be developed in line with the University's SP where Deans and Head of units take responsibilities.
- b. Preparation of Annual Action Plans at Faculty/School/Departments and Units Level: Upon

completion of the Faculty/School/Department and Unit Plans, Deans of Faculties and Schools as well as Heads of Departments and Units should prepare Action Plans with budgets.

c. Financing the Implementation of the SP: Faculties/Schools/Departments and Units are expected to judiciously utilize their allocations in executing their action plans. Where necessary, special request can be made for the consideration of management.

d. Monitoring and evaluation (M&E) of progress of the plan: M & E should be undertaken at various levels including finances, materials and logistics, human resource, University relations as well the M & E of Results and Impacts. The Deans and Heads should ensure strict adherence to the financial procedures, policies and regulations and in line with budgets. The Internal Audit Unit should be responsible for ensuring adherence to all financial transactions and submit their reports to the VC. Where funds for materials and logistics are available for any activity, they should be executed in accordance with the action plan. Staff performance appraisals will be periodically conducted with appropriate performance indicators. Deans and Heads should work closely with the Directorate of Academic Planning and Quality Assurance (DAPQA) to develop the appropriate performance indicators. The performance indicators will be drawn for all categories of staff and implemented according to the timelines in the action plan. Performance indicators will be developed to measure the output and impact in qualitative and quantitative terms.

e. Communicating during the M & E process: This entails methods of information exchange which could be in the form of reporting and feedback channels. The VC, Deans and other Unit Heads can determine which communication channel is appropriate for a given M & E assignment. The channels through which the M & E information should reach the authorities should be defined. For example, this may include consultative meetings, mailing systems, etc.

f. Effective management of the plan. Management should setup a Strategic Plan Implementation Committee (SPIC) to oversee the M & E processes. The Director of DAPQA should liaise with the Deans/Directors and Heads of other Units in the management of the strategic plan implementation. Ultimately, the Unit will be responsible to the VC on matters relating to strategic planning in the University within the context of the Resource and Planning Committee.

6.6 Key Performance Indicators for Monitoring and Evaluating the Plan

Goal 1: A Stable Financial System in Place

Objectives	Key Performance Indicators (KPI)
<p>1.1 Expand and diversify income generation sources</p>	<p>1.1.1 New income sources identified</p> <p>1.1.2 Financial management systems of all income generating units restructured</p> <p>1.1.3 All income generating units recapitalized</p> <p>1.1.4 Functional faculty or institute-based Consultancy services contributing 10% to faculty/institute budget</p> <p>1.1.5 “UDS Business” established and contributing to the university’s finances</p> <p>1.1.6 Income from University assets is increased</p> <p>1.1.7 Register of all physical and other assets established</p>
<p>1.2 Enhance the effectiveness and efficiency of the university’s financial management system</p>	<p>1.2.1 Awareness and application of the Financial Administration Act</p> <p>1.2.2 Financial operations of all Units conform to the requirement of the Financial Administration Act</p> <p>1.2.3 University accounts regularly prepared, audited and published on time</p>
<p>1.3 Establish an equitable and effective sharing formula for distributing resources to revenue and expenditure centres of the University</p>	<p>1.3.1 Develop an equitable sharing formula</p> <p>1.3.2 Improve accountability, cost-effectiveness and transparency in financial governance of the University</p>

Goal 2: Innovative Academic Programmes in tandem with Current Realities in Place

Objectives	Key Performance Indicators (KPI)
2.1 Review existing programmes to meet current needs	<p>2.1.1 All Programmes reviewed</p> <p>2.1.2 Improved lecture theatres, laboratories, studios, workshops and libraries</p> <p>2.1.3 Improved average Student-Teacher Ratio from current ratio to 15:1</p> <p>2.1.4 Attain the 50-50 ratio of males to females enrolment</p> <p>2.1.5 Socially excluded consists 10% of student population</p>
2.2 Develop innovative and demand driven new programmes	<p>2.2.1 Each Faculty/School should have developed curricula for at least three academic programmes</p> <p>2.2.2 Increased access to Distance Education Programmes</p> <p>2.2.3 Increased staff participation in Distance Education programmes</p> <p>2.2.4 Students have greater choice in the selection of academic programmes</p>
2.3 Modernise the library system	<p>2.3.1 Automated and e-libraries systems and facilities operational</p> <p>2.3.2 Increase user access to all library facilities</p> <p>2.3.3 University publications improve</p>

Goal 3: An Enhanced and Relevant TTFPP in Place

Objectives	Key Performance Indicators (KPI)
3.1 Rebrand TTFPP	<p>3.1.1 TTFPP expanded with the right management structure</p> <p>3.1.2 All practical training programmes are managed under one umbrella unit</p>
3.2 Enhance the Sustainability of TTFPP and other training programmes	<p>3.2.1 Donors and private sector partners identified</p> <p>3.2.2 Increased private sector and donor funding support for TTFPP</p>
3.3 Develop more innovative practical training programmes	<p>3.3.1 Availability of sustainable entrepreneurship training programmes</p> <p>3.3.2 12 weeks (in two years) of practical attachment by each student</p>

Goal 4: An Enhanced Governance System in Place

Objectives	Key Performance Indicators (KPI)
4.1 Decentralise management of the university	4.1.1 Faculty-based management system reviewed into collegiate system 4.1.2 Clearly defined roles at the central, Faculty and Department levels. 4.1.3 Committees’decisions are implemented quickly. 4.1.4 HR policy is adopted and implemented.
4.2 Streamline and enhance administration	4.2.1 Improved application of ICT in administration, management and service provision 4.2.2 High level of efficiency and effectiveness of the administrative system of the University 4.2.3 The office of Legal Counsel is fully established and effective. 4.2.4 Litigation over University assets is reduced. 4.2.5 Completed relevant documentation policy on structures and governance for performance management. 4.2.6 Unit strategic plans reviewed 4.2.7 University public lectures/events are better structured and publicized
4.3 Enhance Human Resource Capacity at all levels	4.3.1 Availability of Capacity Building Programmes for all categories of staff 4.3.2 Staff have access to continuous education programmes annually 4.3.3 Adequate offices and academic facilities 4.3.4 Improved remuneration and other conditions of service 4.3.5 Availability and timely delivery of incentives 4.3.6. Availability of guidelines for progression 4.3.7 Annual workshops for new staff 4.3.8 Improved staff progression 4.3.9 At least 85% of the faculty in all departments should have PhDs by 2023. 4.3.10 Publications by Faculty in high impact journals increased by 100%.
4.4 To strengthen the link between the University and the alumni	4.4.1 Functional Alumni office in place 4.4.2 University gets financial support from alumni 4.4.3 University - Alumni relationship is better structured and coordinated.

Goal 5: An Enhanced and Modernised Infrastructure in Place

Objectives	Key Performance Indicators (KPI)
5.1 Develop a detailed layout/ planning scheme for each of the campuses	5.1.1 Revise the University Housing Policy 5.1.2 Availability of housing development plan 5.1.3 Increased participation of the private sector in housing delivery
5.2 Develop an appropriate and adequate infrastructure for each of the campuses	5.2.1. Availability of well-equipped offices for staff and lecture theatres 5.2.2 Facilities fitted with modern teaching equipment and accessories 5.2.3 Civic area facilities built (parking lot, University museum, art gallery, etc.) 5.2.4 Uninterrupted electricity supply to all campuses of the University 5.2.5 Efficient telecommunication and sewerage system in place 5.2.6 Increased housing stock 5.2.7 Improved access to water, electricity and the internet 5.2.8 Staff and graduate students are allocated office space
5.3 Strengthen the WPD	5.3.1 Estates management function within WPD is fully established 5.3.2 Buildings and facilities are maintained and renovated at regular intervals.
5.4 Embark on a conscious landscaping and beautification	5.4.1 Upgraded clinics/hospitals, basic schools, fire service, security services, transportation, beautification and recreation Facilities 5.4.2 Availability of Botanical gardens and nature reserves
5.5 Establish an effective maintenance System	5.5.1 Capacity of maintenance department improved 5.5.2 Effective security system in place 5.5.3 Higher sense of security achieved

Goal 6: Strengthened and Expanded ICT for all University Activities

Objectives	Key Performance Indicators (KPI)
6.1 Establish efficient and effective ICT system	<p>6.1.1 All Faculties and students residential facilities covered by LAN</p> <p>6.1.2 Functional computer laboratories established for students in all the campuses</p>
6.2 Institutionalize the use of ICT in teaching, learning and research	<p>6.2.1 Enhanced application of ICT for teaching and learning</p> <p>6.2.2 Enhanced access to tailor-made computer training programmes</p>

Goal 7: Improved Innovative Research for Community and National Development

Objectives	Key Performance Indicators (KPI)
7.1 To initiate research projects/ programmes to address the problems of rural communities in response to national needs	<p>7.1.1 Needs assessment report available</p> <p>7.1.2 Monitoring and Evaluation reports</p> <p>7.1.3 Establish Chairs for outstanding scholarship or high achievement in Industry</p>
7.2 Encourage the development of joint undergraduate/graduate programmes and networking with local and foreign institutions of higher learning and research	<p>7.2.1 Increased staff participation in graduate education</p> <p>7.2.2 Additional joint graduate programmes established</p> <p>7.2.3 Availability of entrepreneurship training programmes</p>
7.3 To promote basic, applied and collaborative research with industry, communities and institutions of higher learning and research	<p>7.4.1 Collaborative research activities increased by 5% annually</p> <p>7.4.2 Applied research activities improves.</p> <p>7.4.3 University cultivates a more functional and effective relationship with government and international development partners. .</p>

Goal 8: An Enhanced Quality Management System in Place

Objectives	Key Performance Indicators (KPI)
8.1 To expand the mandate of quality assurance to encompass all systemic processes.	8.1.1 Effective quality assurance operations
8.2 To institute regular orientation and training programmes for students and staff on the need and practice of Quality Assurance	8.2.1 Active involvement of staff and students in Quality Assurance practices
8.3 To ensure quality teaching, research and services	8.3.1 Staff annual performance ratings improve. 8.3.2 Minimum of 90% adherence to the performance management system's process 8.3.3 Monitoring and evaluation reports produced twice a year.
8.4 To ensure that the University produces quality products to meet market/industry demands.	8.4.1 Availability of tracer study reports
8.5 Establish a University wide M&E system	8.5.1 Availability of a functional M & E system

7.0 SUSTAINABILITY OF THE PLAN

A central concern of the strategic planning process is the critical issue of sustainability. In this direction, various measures will be put in place to ensure the long-term sustainability of the achievements of the plan. Sustained income and quality human resources will be sourced. There shall be judicious application of resources in order to have value for money.

8.0 CONCLUSION

The present tertiary educational landscape is very fluid and will remain so for some years to come. The upsurge of tertiary education institutions both public and private against the backdrop of dwindling government support necessitates a reassessment of the UDS strategies primarily for UDS to become an efficient and effective public university in the fulfillment of her mandate. The UDS will need to position itself to interrogate its training delivery and adopt models that will best equip our products with an entrepreneurial mindset to become agents of change in our national development effort.

UDS will, as a matter of urgency, focus on providing modern infrastructure and an appealing landscape befitting her status as a premier university of the North. Special priority will be given to the construction of the state-of-the-art classrooms to facilitate teaching, learning and research.

By adopting measures prescribed in this plan, the UDS will be able to address the following:

- i. The overall governance system to enhance clarity of structure and roles.
- ii. Weak financial base resulting in difficulties in the attainment of efficient operations
- iii. The infrastructure gaps in all the campuses making it difficult to attract prospective students
- iv. Limited and inefficient ICT infrastructure to support teaching, learning and research
- v. Inadequate sustained support in developing the capacity of human resource at all levels of the university
- vi. The urgent need for continuous and sustained enhancement of our flagship community-based outreach programmes to generate knowledge and skills for national and global development

- vii. The maintenance and sustenance of all international collaborations that impinge on the development dialogue leading to the attainment of the SDGs

This strategic plan serves as an impetus to leverage UDS as a leading development oriented university in Ghana and in Africa. This blueprint is a crystallisation of comprehensive, participatory internal and external stakeholder views. Our success in the attainment of our noble vision for the stipulated period requires a new sense of commitment and energy to mobilise the needed resources to achieve our mission and by so doing the UDS will be leveraged as the most innovative University in Ghana.

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