



STRATEGIC PLAN



STRATEGIC PLAN 2024 - 2030



UNIVERSITY FOR DEVELOPMENT STUDIES

**STRATEGIC PLAN
2024 - 2030**

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FOREWORD

As we embark on a new chapter in the distinguished history of the University for Development Studies (UDS), I am honoured to present our revised Strategic Plan for the period 2024-2030. This document represents not just a road map for our future, but a testament to our unwavering commitment to excellence, innovation, and societal impact.

Since its establishment in 1992, UDS has stood as a beacon of higher education in northern Ghana. Our journey, marked by strategic foresight and adaptability, has seen us navigate changing educational landscapes with resilience and vision. From our first strategic plan in 2003 to its revision in 2016, we have consistently evolved to meet the dynamic needs of our students, our community, and our nation.

Today, we find ourselves at a pivotal juncture. The autonomy granted to two of our former campuses and the elevation of polytechnics to technical universities in our region have ushered in an era of heightened competition. This new reality, coupled with the proliferation of distance learning centres, demands a bold re-imagining of our approach.

It is with this understanding that, upon assuming office as Vice-Chancellor in 2022, I initiated a comprehensive review of our strategic plan. Our goal was clear: to align our vision with the current realities facing both our institution and our nation, ensuring that UDS not only adapts but thrives in this new environment.

Under the astute chairmanship of our Pro-Vice-Chancellor, Professor Elliot Haruna Alhassan, the Strategic Plan Review Committee has crafted a document that I believe will propel UDS to new heights. This plan is more than a response to competition; it is a reaffirmation of our core mission to provide transformative educational opportunities that address community, national, and global challenges.

As we look to the future, I am filled with optimism. This strategic plan sets us on a path of sustained growth and reaffirms our position as a leading institution of higher learning. It embodies our commitment to innovation, our dedication to our students, and our responsibility to society.

I invite all members of the UDS community – faculty, staff, students, alumni, and partners – to embrace this vision. Together, we will build on our rich legacy, navigate the challenges ahead, and seize the opportunities that await us. Our journey continues, and with this strategic plan as our guide, I am confident that the best is yet to come for the University for Development Studies.

Professor Seidu Al-hassan
Vice-Chancellor
September 2024

ACKNOWLEDGEMENTS

The development of this revised Strategic Plan for the University for Development Studies (UDS) represents a collaborative effort involving numerous dedicated individuals and organizations. We extend our deepest gratitude to all who contributed their time, expertise, and insights to this crucial process.

Under the direction of the Vice-Chancellor, Professor Seidu Al-hassan, the Strategic Plan Review Committee (SPRC) was established under the capable Chairmanship of Pro Vice-Chancellor, Professor Elliot Haruna Alhassan. The SPRC's work was instrumental in shaping the vision and direction of this plan. We acknowledge the valuable contributions of the members:

- Prof. Ibrahim Yakubu Seini
- Prof. Paul Kwame Nkegbe
- Prof. Ibrahim Adam Osman
- Prof. Addah Weseh
- Prof. Alhassan Abukari
- Dr. Esther Amoako
- Dr. Fadilah Mohammed
- Dr. Mohammed Hardi Shaibu
- Mr. John Dadzie Thompson (Secretary)

Special recognition is due to the Technical Sub-Committee (TSC), chaired by Professor Ibrahim Yakubu Seini, whose rigorous work and dedication were pivotal in the plan's development. The TSC members included:

- Prof. Paul Kwame Nkegbe
- Prof. Ibrahim Adam Osman
- Prof. Addah Weseh
- Prof. Alhassan Abukari
- Dr. Esther Ekoa Amoako
- Dr. Fadilah Mohammed
- Mr. John Dadzie Thompson (Secretary)

Their commitment and expertise were invaluable in refining and articulating the strategic vision.

We extend our sincere appreciation to the leadership of the following unions in the university for their significant contributions:

- University Teachers Association of Ghana (UTAG)
- Ghana Association of University Administrators (GAUA)

- Teachers and Educational Workers Union (TEWU)
- Senior Staff Association-Universities of Ghana (SSA-UoG)
- Graduate Students Association of Ghana (GRASAG)
- Students Representative Council (SRC)

Their insights and support were crucial in ensuring that this plan reflects the diverse perspectives of our university community.

Furthermore, we are deeply grateful to the Northern Regional House of Chiefs, particularly the Sagnarigu-Naa and the Nanton-Naa whose perspectives were invaluable to the work of the Committee. Others included religious bodies, financial institutions and numerous individuals who offered their wisdom and support throughout the process. Their contributions have enriched the strategic planning and strengthened its connection to the broader community.

This Strategic Plan is a testament to the collaborative spirit and shared vision of the UDS community. It stands as a blueprint for our future, made possible by the collective efforts of all who participated in its creation.

LIST OF ACRONYMS

BOT	Build Operate and Transfer
CAN	Campus Area Network
CGCM	Centre for Gender and Career Mentorship
COBES	Community-Based Education and Service
CPD	Continuous Professional Development
DAPQA	Directorate of Academic Planning and Quality Assurance
DCROP	Directorate of Community Relations and Outreach Programmes
DGA	Directorate of General Administration
DHROD	Directorate of Human Resource and Organisational Development
DIRA	Directorate of International Relations and Advancement
DICT	Directorate of Information and Communication Technology
DoAA	Directorate of Academic Affairs
DoF	Directorate of Finance
DoIA	Directorate of Internal Audit
DoP	Directorate of Procurement
DoPA	Directorate of Public Affairs
DoS	Dean of Students
EU	European Union
FCMS	Faculty of Communication and Media Studies
FIAT	Faculty of Industrial Art and Technology
FoAFCS	Faculty of Agriculture, Food and Consumer Sciences
FoB	Faculty of Biosciences
FoPS	Faculty of Physical Sciences
FoE	Faculty of Education
FNRE	Faculty of Natural Resources and Environment
FoSDS	Faculty of Sustainable Development Studies
FSS	Faculty of Social Sciences
FRC	Fund Raising Committee
GAUA	Ghana Association of University Administrators
GETFund	Ghana Education Trust Fund
GRASAG	Graduate Students Association of Ghana
GTEC	Ghana Tertiary Education Commission
HoD	Head of Department
ICT	Information and Communication Technology
IGF	Internally Generated Funds
KPI	Key Performance Indicators
LAN	Local Area Network

M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NRHC	Northern Regional House of Chiefs
NR	Northern Region
PNDC	Provisional National Defence Council
PPP	Public Private Partnership
Pro VC	Pro Vice-Chancellor
RCC	Regional Coordinating Council
SAHS	School of Allied Health Sciences
SDGs	Sustainable Development Goals
SoB	School of Business
SoD	School of Dentistry
SoE	School of Engineering
SoM	School of Medicine
SoNM	School of Nursing and Midwifery
SoPPS	School of Pharmacy and Pharmaceutical Sciences
SPH	School of Public Health
SP	Strategic Plan
SPRC	Strategic Plan Review Committee
SP-TSC	Strategic Plan Technical Sub-Committee
SPIC	Strategic Plan Implementation Committee
SRC	Students Representative Council
SSA-UoG	Senior Staff Association - Universities of Ghana
SWOT	Strengths, 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
UER	Upper East Region
UWR	Upper West Region
USA	United States of America
UTAG	University Teachers Association of Ghana
VC	Vice-Chancellor
WAEC	West African Examinations Council
WAN	Wide Area Network
WPD	Works and Physical Development

1.0. BACKGROUND

The University for Development Studies (UDS) was established in 1992 by the Provisional National Defence Council (PNDC Law 279) which is repealed and established with an Act of Parliament, University for Development Studies Act 2025 (ACT 1143), with a visionary mandate: to foster closer interaction between academia and rural communities in pursuit of practical and sustainable solutions to the myriad challenges facing the country. Three decades later, this mandate remains as relevant and vital as ever, underscoring the enduring importance of the institution's mission.

Central to the UDS' unique identity is the Third Trimester Field Practical Programme (TTFPP), a pioneering initiative that has established the institution as a household name in many rural communities across Ghana. This innovative programme exemplifies our commitment to bridging the gap between theoretical knowledge and practical application, directly contributing to community development.

UDS takes immense pride in its transformative impact on rural communities within its catchment areas. Our achievements in research and community service have resonated not only locally but also nationally, reinforcing our role as a catalyst for positive change. As we look to the future, our plans for expansion, including the establishment of two additional campuses, signal a new phase of growth and increased reach for the university.

Recognizing the importance of global engagement in today's interconnected world, we have elevated our international profile by upgrading the International Relations Office to the Directorate of International Relations and Advancement (DIRA). This strategic move is designed to enhance our institutional capacity and international visibility, positioning UDS as a globally recognized centre of excellence.

In an era of evolving financial landscapes in higher education, UDS is proactively addressing the challenge of diminishing central government support. We are committed to exploring innovative funding strategies, tapping into both traditional and non-traditional sources. This financial resilience is crucial for implementing our strategic initiatives and achieving our mission and vision.

As we navigate the complexities of the 21st century educational environment, UDS remains steadfast in its commitment to academic excellence, community engagement, and sustainable development. Our journey, marked by innovation and adaptability, continues to be guided by our foundational principles and our unwavering dedication to addressing the needs of our students, our communities, and our nation.

1.1. PROFILE OF THE UNIVERSITY FOR DEVELOPMENT STUDIES

1.1.1. Historical Context and Mandate

The University for Development Studies (UDS), established by PNDC Law 279 and gazetted on May 15, 1992, repealed and established with an Act of Parliament, University for Development Studies Act 2025 (ACT 1143) holds the distinction of being Ghana's first public university in the northern part of the country. Founded with a unique mandate, UDS was tasked with three primary objectives:

- a. to provide higher education to all qualified individuals capable of benefiting from such education;
- b. to undertake research, promote the advancement and dissemination of knowledge, and apply this knowledge to address the needs and aspirations of the Ghanaian people; and
- c. to foster constructive interaction between academia and communities, contributing to the holistic development of northern Ghana and the country at large.

1.1.2. Philosophical Foundation

The pedagogical philosophy of UDS is rooted in a progressive approach to higher education. It emphasizes the critical role of universities in actively identifying and addressing societal challenges through teaching, research, and community engagement. This philosophy is embodied in the University's pro-poor mandate, which shapes its methodology in teaching, research, and outreach services.

1.1.3. Distinctive Features

UDS distinguishes itself through several unique characteristics:

- a. Strategic Location and Multi-Campus System: Enabling broad regional impact.
- b. Pro-Poor Vision: Focused on addressing the root causes and conditions of poverty.
- c. Community-Technical Interface Programmes: Integrating academic work with community-based field practices, exemplified by the Third Trimester Field Practical Programme (TTFPP) and Community Based Education and Service (COBES).

1.1.4. Growth and Expansion

From its modest beginnings with 40 students in 1993, UDS has experienced significant growth. Today, the University operates across three campuses, housing 20 Schools and Faculties, and 12 Institutes and Centres.

1.1.5. Campus Structure

- a. **Tamale Campus:** Houses Central Administration, Schools of Medicine, Allied Health Sciences, Nursing and Midwifery, Public Health, Pharmacy and Pharmaceutical Sciences, and Dentistry; Faculties of Education, Sustainable Development Studies; and the Drylands Research Institute, and Institute for Interdisciplinary Research.
- b. **Nyankpala Campus:** Home to Faculties of Agriculture, Food and Consumer Sciences, Natural Resources and Environment, Biosciences, Physical Sciences, Industrial Art and Technology, Social Sciences, Communication and Media Studies, and Law; Schools of Engineering, Veterinary Sciences, Economics, Centre for Gender and Career Mentorship and several specialised research centres.
- c. City Campus, Choggu: Hosts the Graduate School and School of Business, and the Institute for Distance and Continuing Education.
- d. The University plans to open other campuses in Tamale and Yendi to be called the North Campus and Eastern Campus, respectively.

1.1.6. Academic Offerings and Community Engagement

UDS provides a comprehensive range of undergraduate and graduate programmes across its various faculties and schools. The University's commitment to community development is exemplified through its outreach activities and research programmes, aimed at fostering sustainable community development and economic growth.

The Directorate of Community Relations and Outreach Programmes (DCROP) plays a pivotal role in implementing the University's community-technical interface programmes, including TTFFP, COBES, Teaching Practice, and a Homestay Programme for international students.

Through its innovative approach to education and community engagement, UDS continues to make significant strides in fulfilling its mandate of contributing to the development of Ghana, with a particular focus on the northern regions.

2.0. THE PLANNING PROCESS

2.1 Initiation of the Process

The development of this Strategic Plan was intensive and collaborative involving extensive consultations with various stakeholders. The Strategic Plan Review Committee, established with clear terms of reference (ToR), anchored its work in the University's foundational pro-poor philosophy. Key aspects of the planning process included:

- a. Strategic Goal Revision: The UDS Strategic Plan (2017-2023) was thoroughly reviewed. Existing goals were modified based on their achievement levels, and two new goals addressing internationalisation and gender mainstreaming were introduced, making a total of ten (10) strategic goals. Stakeholder Engagement: Comprehensive consultations were conducted with internal and external stakeholders, including traditional authorities, religious bodies, alumni, and various groups within the University.
- b. Methodological Approach: A multi-faceted approach was adopted including: a) regular deliberative meetings; b) comprehensive environmental scanning (internal and external); c) information analysis and thematic development; d) strategic goal formulation considering the higher education landscape; e) objective setting and activity planning; f) budget estimation and timeline determination; g) key performance indicator (KPI) development; h) draft preparation and revision; i) stakeholder validation workshop; j) strategic plan drafting; and k) final revision and authoring.

2.2 Environmental Scan

The Committee conducted a thorough environmental scan, incorporating stakeholder views and expectations. Based on the environmental scan, the Committee identified key thematic areas leading to a comprehensive SWOT analysis as shown in Figure 1.

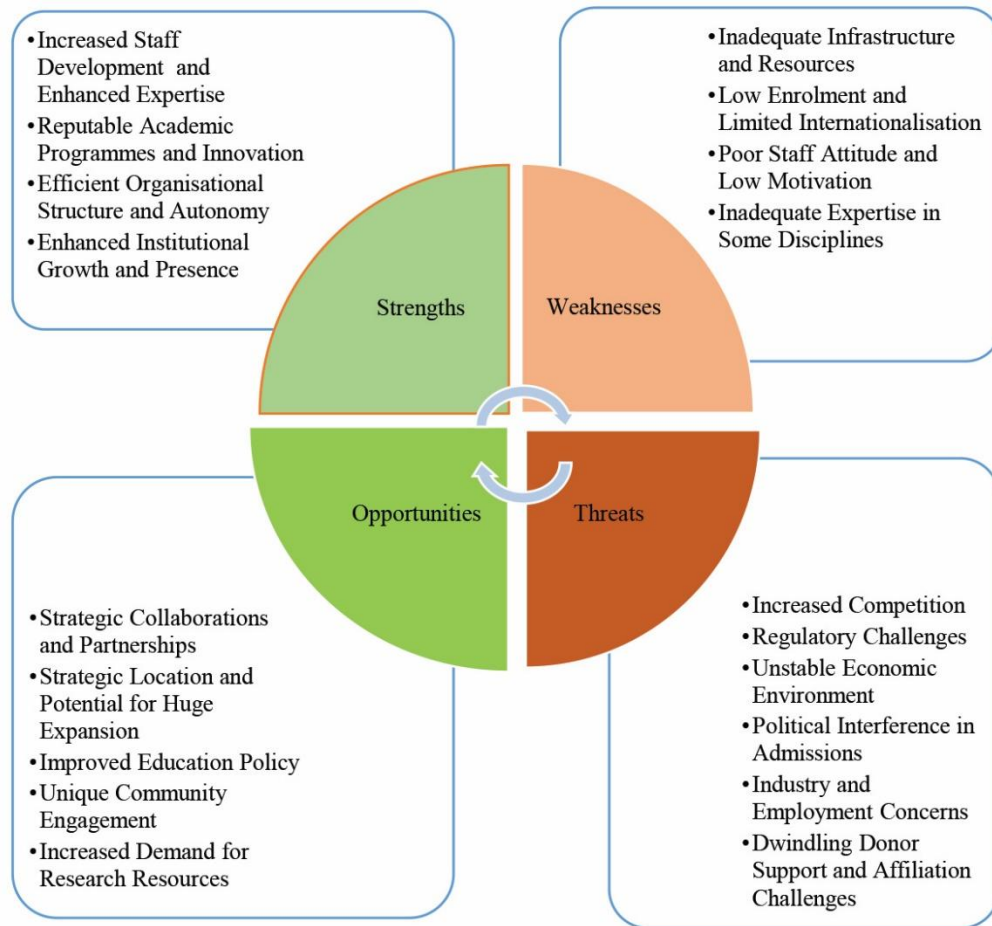


Figure 1: SWOT Analysis

Strengths (Internal)

1. Staff Development and Expertise:

- a. Increasing quality of staff.
- b. Increasing rate of attainment of terminal degrees (PhD) among staff.
- c. Young and dynamic faculty.
- d. Diverse expertise in human resources.
- e. Positive research culture among staff.
- f. Availability of mentors for early career researchers.

2. Academic Programmes and Innovation:

- a. Innovative and demand-driven academic programmes.
- b. Increasing number of accredited programmes.
- c. Practical nature of programmes.

- d. Community-based nature of programmes (NICHE programme, TTFPP, etc).
- e. Gender-sensitive culture.

3. Organisational Structure and Autonomy:

- a. Establishment of new Directorates, Institutes, and Centres.
- b. Full autonomy from inception.
- c. Good and relevant mandate.

4. Institutional Growth and Presence:

- a. Multi-campus nature of the University.
- b. Establishment of a research fund.

Weaknesses (Internal)

1. Inadequate Infrastructure and Resources:

- a. Inadequate infrastructure.
- b. Bottom-heavy staff capacity.
- c. Challenges with ICT.
- d. Unstable and limited internet connectivity.
- e. Poor landscaping of campuses.

2. Low Enrolment and Limited Internationalisation:

- a. Low enrolment for some programmes.
- b. Low number of international students.
- c. Limited academic exchange programmes.

3. Poor Staff Management and Low Motivation:

- a. Poor attitude and commitment to work by some staff.
- b. Low levels of staff motivation.
- c. Poor communication between units.

4. Inadequate Expertise in Some Disciplines.

- a. Difficulty in recruiting experienced staff for some Schools/Faculties (School of Medicine, School of Dentistry, Faculty of Law)

Opportunities (External)

1. Collaboration and Partnerships:

- a. Potential for collaboration with international partners.
- b. Many non-governmental organisations in the University's catchment area
- c. Goodwill from funding agencies.
- d. Large pool of networked alumni.
- e. Goodwill from stakeholders such as government agencies, local authorities, traditional and opinion leaders, and communities.

2. Location and Expansion:

- a. Geographical location of the University.

- b. Vast land for future expansion and development.
- c. Strategic location to attract students, collaborators, and donors.
- d. Large catchment areas for Agriculture, Health, and Social research.

3. Education Policy and Demand:

- a. Free Senior High School policy produces more qualified applicants.
- b. Political stability of Ghana is a potential for increased international students enrolment.
- c. *Lingua franca* programmes has the potential to attract foreign students.

4. Community Engagement and Research Resources:

- a. Unique active community engagement and outreach.
- b. Accessible forest reserves, national parks, and traditionally protected areas for teaching and research.
- c. High demand for consultancy services.

Threats (External)

1. Increased Competition and Regulatory Challenges:

- a. Increasing number of private and public universities in the country.
- b. Expansion of distance learning modes from older universities.
- c. Challenges with regulatory bodies.

2. Unstable Economic Environment and Political Interference in Admissions:

- a. Political interference in admissions and recruitment.
- b. Unstable economic environment.
- c. Depreciation of the national currency.
- d. Dwindling funding from central government.
- e. Increasing cost of utility charges.

3. Industry and Employment Concerns:

- a. Reluctance of industry to accept students for industrial attachment.
- b. Increasing graduate unemployment in the country.

4. Dwindling Donor Support and Affiliation Challenges:

- a. Donor fatigue.
- b. Challenges associated with affiliation.

2.3. STRATEGIC GOALS

The committee formulated ten strategic goals aligned with the identified themes:

- 1) Improved and sustainable governance system
- 2) Innovative and responsive academic programmes
- 3) Enhanced relevant practical and outreach programmes
- 4) Impactful Research for National Development and Enhanced Students Experience
- 5) A stable and efficient financial system
- 6) Expanded, modernised, and climate-resilient infrastructure

- 7) Strengthened and expanded ICT for all university activities
- 8) Enhanced gender mainstreaming, inclusivity and mentorship
- 9) Improved internationalisation and visibility
- 10) Enhanced total quality management system

3.0 THE STRATEGIC PLAN

3.1. Core Values

Our core values define our commitment to excellence, integrity, diversity, and societal impact, guiding our actions and fostering a strong, inclusive community.

- **Integrity**
 - We uphold the highest standards of honesty and ethics in all our actions, fostering trust and respect from others.
- **Loyalty**
 - We are unwavering in our dedication to the University, prioritising service and giving back to the institution and community.
- **Excellence**
 - We are committed to continuous improvement and innovation, striving for superior performance in all areas of our work.
- **Diversity**
 - We embrace and celebrate the diversity of our students, staff, and stakeholders, ensuring an inclusive and equitable environment for all.
- **Commitment**

We are devoted to generating and disseminating knowledge that makes a meaningful impact on society. These core values are summarised in Figure 2:



Figure 2: Core Values

3.2 Vision Statement

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

3.3 Mission Statement

The University for Development Studies seeks to promote equitable and sustainable socio-economic transformation of communities through being:

- Practical-oriented;
- Community-based;
- Problem-solving;
- Inclusive; and
- Interactive in research, teaching, learning and outreach programmes.

3.4 Critical Assumptions

The following assumptions underpin the Strategic Plan for the University for Development Studies:

- **Competitive Landscape:**
 - The increasing number of tertiary institutions in the University's catchment area will impact enrolment dynamics.
 - Despite increased competition, the University anticipates continued growth in student enrolment.
- **Government Support and Policies:**
 - Continued financial support from the government is expected.
 - Government policies are assumed to remain favourable to the University's operations and development.
 - Staff remuneration is expected to continue being paid by the state.
- **Political and Social Stability:**
 - The political and traditional environment is anticipated to remain stable, providing a conducive atmosphere for the University's operations and growth.
- **Stakeholder Engagement:**
 - Ongoing cooperation and support from all stakeholders are anticipated.
 - Management expects continued collaboration from all members of the University community.
- **Operational Structure:**
 - The University will maintain its multi-campus operational model.
- **Financial Management:**
 - The University will continue to generate additional resources to supplement government support, ensuring financial sustainability.

These assumptions form the foundation of the strategic planning process. Regular review and adjustment of these assumptions will be necessary to ensure the plan remains relevant and responsive changing circumstances.



Figure 3: Stakeholder Engagement

4.0 STRATEGIC GOALS

Goal 1: Improved and Sustainable Governance System											
OBJECTIVES		ACTIVITIES	ESTIMATE D COST (US\$)	Time Frame						ACTION	
				2024	2025	2026	2027	2028	2029		2030
1.1.	Expand administrative and academic units	1.1.1 Create new units necessary for the proper functioning of the University.	150,000.00								VC/ Registrar
		1.1.2 Train and recruit qualified staff into the administrative setup.	100,000.00								DHROD /Registrar/ VC
		1.1.3 Procure necessary logistics to facilitate administrative processes.	120,000.00								DoP /VC /Registrar/ DoF
1.2.	Decentralise management of the University	1.2.1 Finalise the revised statutes.	10,000.00								VC/ Registrar
		1.2.2. Assess and review Administrative Manual where possible and develop other necessary policy documents.	20,000.00								VC/ Registrar
		1.2.3 Review appropriate policies, guidelines, regulations and rules in conformity with the revised statutes.	20,000.00								VC/ Registrar
		1.2.4 Develop and implement clear administrative structures for campuses.	20,000.00								VC/ Registrar/ Principals/ Deans

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		1.2.5 Decentralise Directorates, Institutes, and Centres to all Campuses where required	100,000.00								VC/ Registrar
		1.2.6 Faculties, Schools, Institutes, and Centres to develop or review their strategic plans in tandem with the University Strategic Plan.	80,000.00								Deans/ Directors/ Principals
1.3.	Streamline and enhance administration	1.3.1 Strengthen and ensure adherence to codes of conduct among all staff.	50,000.00								VC/ Registrar
		1.3.2 Organise sensitization workshops for staff on policies, and other regulations of the University.	50,000.00								Registrar
		1.3.3 Develop clear job descriptions for all categories of staff.	20,000.00								HoDs/ Deans/ Directors/ Registrar/ Principals/ VC
		1.3.4 Eliminate functional overlaps of the different units of the University.	50,000.00								VC/Registrar
		1.3.5 Develop clear communication channels and procedures.	50,000.00								VC/Registrar
		1.3.6 Enhance the functions of the Legal Department of the University.	50,000.00								Legal Office/VC/ Registrar

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		1.3.7 Harmonize the responsibilities for monitoring and supervision of staff.	50,000.00								Registrar/VC
1.4.	Enhance Human Resource Capacity at all levels.	1.4.1 Improve the working environment in all sections of the University.	350,000.00								WPD/ Registrar/VC
		1.4.2. Institute an incentive scheme for all categories of staff.	200,000.00								VC/Registrar
		1.4.3 Enhance and expand staff capacity building programmes.	50,000.00								DHROD/ VC/Registrar /Deans/Directors
		1.4.4 Provide opportunities for continuous education and mentoring.	150,000.00								VC/Registrar /Deans/ HoDs
		1.4.5 Provide clear guidelines and awareness for progression.	50,000.00								Registrar/VC
		1.4.7 Establish a computerised human resource and academic database.	100,000.00								VC/Registrar /Deans/ICT
		1.4.8 Computerise promotions within the University.	50,000.00								DICT/VC /Registrar/ Deans
1.5.	Develop required policy documents not yet a part of the	1.5.1 Identify key policy documents needed in the University (i.e. Conflict of Interest).	10,000.00								Registrar/VC

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	University’s policy documents.	1.5.2. Develop for approval all identified policy documents.	20,000.00								Registrar
1.6.	Establish a robust customer service system	1.6.1. Develop a customer service charter for the University.	20,000.00								Registrar
		1.6.2 Sensitise staff on the Charter.	10,000.00								Registrar
		1.6.3 Institute strict enforcement regime.	10,000.00								VC/Registrar
1.7.	Expand, modernise and strengthen the security system	1.7.1. Provide regular in-service training for security personnel.	50,000.00								DGA/Registrar
		1.7.2. Train security personnel on modern security issues.	50,000.00								DGA/Registrar
		1.7.3. Evolve a robust monitoring system for the security section.	50,000.00								Registrar
		1.7.4. Develop mechanisms for monitoring all University properties and resources.	100,000.00								DoIA/Registrar
		1.7.5 Install CCTV cameras at all vantage posts to enhance security.	250,000.00								DICT/ DGA/Registrar
		1.7.6 Consciously procure and update security logistics.	200,000.00								DoP/DGA/Registrar
1.8.	Strengthen the link between the University and alumni.	1.8.1 Review policy frameworks to facilitate alumni participation.	50,000.00								Registrar
		1.8.2 Support Alumni Association to build a	50,000.00								Registrar

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		comprehensive Alumni database.									
		1.8.3 Engage Alumni Association in various University activities.	30,000.00								Registrar
		1.8.4 Leverage Alumni expertise and resources to transform the University.	50,000.00								VC/Registrar
		1.8.5 Enhance philanthropic support and fundraising efforts through Alumni engagement.	20,000.00								VC/Registrar
		1.8.6 Evaluate Alumni impact on the University.	50,000.00								Registrar
Goal 2.0: Innovative and Responsive Academic Programmes											
OBJECTIVES		ACTIVITIES	ESTIMATE D COST (US\$)	Time Frame						ACTION	
				2024	2025	2026	2027	2028	2029		2030
2.1.	Review existing programmes to meet current needs.	2.1.1 Establish a system of periodic review of existing academic programmes.	300,000.00								DAPQA/ Deans
		2.1.2 Set up Curricula Review Committees.	20,000.00								Deans/HoDs
		2.1.3 Establish Career Advisory Service Centres on all campuses.	50,000.00								CGCM/CGC / Registrar
		2.1.4 Identify and project the visibility of flagship programmes.	100,000.00								Deans/HoDs
		2.1.5 Expand top-ups and bridge-in programmes.	100,000.00								Deans/HoDs

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		2.1.6 Create synergies in the design of academic programmes.	100,000.00									Deans/HoDs
2.2.	Develop innovative and demand-driven academic programmes	2.2.1 Expand distance learning programmes.	300,000.00									Deans/HoDs
		2.2.2 Expand sandwich programmes.	100,000.00									Deans/HoDs
		2.2.3 Introduce evening and weekend mode.	100,000.00									Deans/HoDs
		2.2.4 Strengthen and resource the languages centre.	100,000.00									Registrar
		2.2.4 Develop and run short professional and skill-based training programmes.	200,000.00									Deans/HoDs
		2.2.5 Use feedback mechanism, tracer studies, peer and professional reviews to revise existing programmes.	100,000.00									Deans/HoDs
		2.2.6 Expand graduate programmes to promote research and visibility.	250,000.00									Deans/HoDs
		2.2.7 Develop collaborative programmes with foreign institutions	200,000.00									Deans/HoDs /DIRA
2.3.	Modernise the University Library	2.3.1 Assess libraries on all campuses to identify their needs.	100,000.00									Librarian/VC
		2.3.2 Upgrade the library with state-of-the-art infrastructure.	280,000.00									Librarian/VC /Registrar

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		2.3.3 Build capacity of the library staff.	100,000.00								Librarian/Registrar
		2.3.4. Digitise and automate the library for improved services.	200,000.00								Librarian/ICT/Registrar
		2.3.5. Establish a fund-raising committee for the library.	5,000.00								Librarian/DoF/Registrar
		2.3.6 Continuously update the skills and knowledge of library users.	100,000.00								Librarian/Registrar
		2.3.7. Expand the University repository through linkages with other database systems	200,000.00								Librarian
		2.3.8 Develop user friendly e-library system	200,000.00								Librarian/ICT
		2.3.9 Procure online journals and literature databases.	200,000.00								Librarian/ICT/DoP
2.4.	Establish a framework for ethical use of Artificial Intelligence (AI)	2.4.1 Develop guidelines for ethical use of AI.	200,000.00								VC/Registrar
		2.4.2 Organise sensitisation workshops on guidelines for the usage of AI.	100,000.00								VC/Registrar
		2.4.3. Organise training workshops on AI to staff and students.	100,000.00								VC/Registrar
		2.4.4. Ensure strict compliance to all protocols on the use of AI.	100,000.00								VC/Registrar

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Goal 3.0: Enhanced Relevant Practical and Outreach Programmes											
OBJECTIVES		ACTIVITIES	ESTIMATED COST (US\$)	Time Frame						ACTION	
				2024	2025	2026	2027	2028	2029		2030
3.1.	Enhance the Sustainability of TTFPP, COBES, and other outreach programmes	3.1.1. Broaden and intensify fund raising activities.	200,000.00								DCROP/DoF
		3.1.2. Develop collaborative practical training programmes with partners to support communities.	200,000.00								Deans/HoDs /DCROP
		3.1.3 Centralise all fund-raising efforts of the University.	10,000.00								DoF/DoIA
		3.1.4 Streamline the allocation of funds to all practical training programmes.	5,000.00								DoF/DCROP
		3.1.5 Promote all outreach programmes to stakeholders.	20,000.00								DCROP
		3.1.6 Assess the impact of all outreach programmes on beneficiary communities.	50,000.00								DCROP /Registrar
3.2.	Introduce other innovative practical training programmes	3.2.1 Identify new practical training requirements of all academic programmes.	10,000.00								Deans/HoDs
		3.2.2 Strengthen the linkage between theory and practice in all programmes.	30,000.00								HoDs/Deans

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		3.2.3 Strengthen the linkage between skills training and industry needs.	50,000.00									HoDs/Deans
GOAL 4: Impactful Research for National Development and Enhanced Students Experience												
OBJECTIVES		ACTIVITIES	ESTIMATE D COST (US\$)	Time Frame						ACTION		
				2024	2025	2026	2027	2028	2029		2030	
4.1.	Identify key research areas aligned with community and national needs, and strengthen research capacity and infrastructure	4.1.1 Conduct needs assessment to identify the most pressing issues facing the community and the nation.	100,000.00									Deans/ Directors/ Registrar
		4.1.2 Analyse existing research capacity and infrastructure.	10,000.00									VC/Registrar /Deans
		4.1.3 Develop a research strategy to prioritise problem solving research.	5,000.00									VC/Registrar /Deans/ Directors
		4.1.4 Invest in research facilities, equipment, and technology.	200,000.00									VC/Registrar /DoF
		4.1.5 Provide training and professional development opportunities for staff.	120,000.00									VC/Registrar /Deans
4.2.	Foster a culture of innovation and entrepreneurship, and promote interdisciplinary and collaborative research	4.2.1 Establish innovation hubs and incubators to support the development of new ideas.	120,000.00									VC/Registrar /Deans
		4.2.2 Create platforms for staff of different disciplines to collaborate.	50,000.00									Deans/HoDs
		4.2.3 Encourage and reward innovative and	50,000.00									VC/Registrar

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		entrepreneurial thinking among staff and students.									
		4.2.4 Develop policies and procedures that promote interdisciplinary and collaborative research.	20,000.00								VC/Registrar /Deans/ Directors
		4.2.5 Organize events and competitions that showcase innovative research projects and entrepreneurial ventures.	250,000.00								Deans/HoDs
4.3.	Enhance research funding and partnerships	4.3.1 Identify potential funding sources and develop strategies to secure research grants and contracts.	50,000.00								VC/Registrar /Deans/ Directors
		4.3.2 Strengthen relationships with government agencies, private foundations, and industry partners to explore funding opportunities.	20,000.00								VC/Registrar
		4.3.3 Participate in international research networks and consortia to access funding.	50,000.00								VC/Registrar /DoF/Deans
		4.3.4 Develop a system to manage research grants and contracts to ensure compliance with funding requirements.	20,000.00								DoF/DoIA/ VC/Registrar
		4.3.5 Provide support and incentives for staff and	20,000.00								VC/DoF /Registrar

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		students to pursue external funding opportunities.									
4.4.	Disseminate research findings and impact through publications, conferences, seminars, and workshops, and translate research into community and national development initiatives	4.4.1 Support staff to publish in high-impact outlets and present at conferences and seminars.	120,000.00								VC/DoF/ Registrar
		4.4.2 Organize workshops and seminars to share research findings.	20,000.00								HoDs/Deans
		4.4.3 Develop a communication strategy to disseminate research findings (various media channels).	10,000.00								UR/Deans/ HoDs
		4.4.4 Collaborate with community-based organizations and government agencies to translate research findings into practical solutions and policy recommendations.	50,000.00								DCROP/ DIRA/ Registrar
		4.4.5 Establish a system for tracking and evaluating the impact of research on community and national development.	50,000.00								IIR/Registrar /DCROP
4.5	Build research capacity of students and provide opportunities for	4.5.1 Enhance the research skills of students.	30,000.00								Deans/HoDs
		4.5.2 Provide opportunities for students to participate in research projects and gain hands-on experience.	100,000.00								Deans/HoDs

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	participation in research projects.	4.5.3 Institute a mentorship programme to guide students' research and development.	50,000.00								Registrar/ Deans/HoDs
		4.5.4 Award students who demonstrate excellence in research.	200,000.00								VC/Registrar /Deans/ HoDs
4.6	Identify and develop recreational centres to enhance students experience	4.6.1 Establish recreational centres to enhance students experience									
Goal 5.0: A Stable and Efficient Financial System											
OBJECTIVES		ACTIVITIES	ESTIMATE D COST (US\$)	Timeframe						ACTION	
				2024	2025	2026	2027	2028	2029		2030
5.1.	Expand and diversify income generation sources	5.1.1 Organise sensitisation workshops on income generation.	20,000.00								DHROD/ Registrar/ DoF
		5.1.2 Expand profitable and market driven professional and short-term training programmes.	100,000.00								Deans/HoDs
		5.1.3. Enhance the capacity of staff on grantsmanship.	50,000.00								DHROD/ Registrar
		5.1.4. Establish "UDS Business" and formulate policies and guidelines for setting up viable businesses.	200,000.00								VC/Registrar

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		5.1.5. Promote the consultancy services of the University.	50,000.00								CRIPS/Deans /Directors/ Registrar
		5.1.6. Promote the activities of the Fund-Raising Committee.	30,000.00								DoUR/ Registrar
		5.1.7. Build a fund-raising database	75,000.00								Registrar
		5.1.8. Engage a professional fund raiser	100,000.00								DoF/ Registrar/ VC
		5.1.9. Involve Alumni in fund raising activities	25,000.00								Registrar/VC
		5.1.10. Recognise individuals or groups who have contributed to the growth of the University.	20,000.00								Registrar/VC
5.2.	Enhance the financial management system of the University	5.2.1. Organise workshops on financial management systems.	30,000.00								DoF/DHRO D/Registrar
		5.2.2. Ensure strict adherence to financial policies, guidelines and procedures (i.e. Financial Administration Act, Procurement Law, the University's Financial Administration Manual etc.).	50,000.00								DoIA/DoF/ VC/Registrar
		5.2.3. Align expenditure with budgets through regular financial audits.	75,000.00								DoIA/DoF

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		5.2.4. Enforce implementation of audit recommendations.	40,000.00								DoIA/ Registrar/VC
		5.2.5. Separate income generation units from the mainstream University activities.	150,000.00								DoF/ Registrar/ VC
		5.2.6. Decentralise financial administration to cost centres.	100,000.00								DoF/ Registrar/ VC
		5.2.8. Strengthen the capacity of staff on budget preparation.	50,000.00								DoF/ Registrar/ VC
5.3.	Ensure equitable and effective sharing formula to costs centres	5.3.1. Review policies and guidelines on resource distribution to cost centres.	40,000.00								DoF/ Registrar/ VC
		5.3.2. Adhere to regulations, policies, and guidelines on the sharing formula.	30,000.00								DoF/ Registrar/ VC
5.4.	Ensure a robust risk management framework	5.4.1. Review the risk management policy.	25,000.00								DoIA/DoF/ Registrar
		5.4.2. Strengthen internal controls.	75,000.00								DoIA/VC
		5.4.3. Organise risk management workshops for budget holders.	40,000.00								DoF/DoIA/ DHROD/ Registrar
5.5.	To implement a system for continuous monitoring and evaluation of the performance	5.5.1. Strengthen the internal audit function optimally.	100,000.00								DoIA/ Registrar/VC

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Goal 6: Expanded, Modernized and Climate Resilient Infrastructure											
OBJECTIVES		ACTIVITIES	ESTIMATE D COST (US\$)	Timeframe						ACTION	
				2024	2025	2026	2027	2028	2029		2030
6.1.	To conduct a comprehensive assessment of the infrastructure of the University and develop a master plan for future growth	6.1.1 Acquire and secure all University lands and properties.	500,000.00								WPD/ Registrar/ Legal Dept, /VC
		6.1.2 Assess the statuses of all physical infrastructure.	100,000.00								WPD
		6.1.3 Prepare a long-term infrastructure master plan for the University.	200,000.00								WPD/ Registrar/VC
6.2.	To secure alternative funding for infrastructure projects	6.2.1. Identify potential funding sources for infrastructure.	50,000.00								VC/Registrar /DoF/WPD/ DoUR
		6.2.2. Develop a comprehensive infrastructural fundraising strategy.	75,000.00								DoF/VC/ Registrar
		6.2.3. Prepare grant proposals and funding applications for infrastructure.	100,000.00								Deans/ Directors/ HoDs
		6.2.4. Establish relationships with key stakeholders and decision-makers to secure their support and funding commitments.	50,000.00								VC/Registrar /DoF
		6.2.5. Establish transparent and accountable system for	100,000.00								DoF/VC/ Registrar

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		managing and reporting on infrastructure funds.									
6.3.	To construct state-of-the-art facilities on all campuses	6.3.1 Identify specific needs of facilities based on the faculty or the school requirements.	75,000.00								WPD/Deans
		6.3.2. Develop detailed design plans and specifications for each new facility, incorporating modern technology.	300,000.00								WPD/Deans
		6.3.3. Engage competent consultants.	200,000.00								VC/Registrar /WPD
		6.3.4 Award contracts through competitive bidding processes.	50,000.00								VC/Registrar / DoP
		6.3.4 Conduct regular progress reviews on projects.	100,000.00								WPD
6.4.	Upgrade and renovate existing infrastructure to improve accessibility for differently abled persons	6.4.1 Conduct a detailed assessment of existing infrastructure for upgrade or renovations.	100,000.00								WPD
		6.4.2 Prioritise and upgrade projects based on urgency and impact.	50,000.00								WPD/VC/ Registrar
		6.4.3 Develop detailed plans and budgets for each project, considering the specific needs and requirements of facility.	200,000.00								WPD/DoF
6.5.	Implement eco-friendly	6.5.1. Incorporate renewable energy technologies into	500,000.00							WPD	

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	practices in all projects and establish a dedicated facilities management team for maintenance	construction projects (i.e., solar, bio-digestors, etc).									
		6.5.2 Landscaping and greening the environment.	300,000.00								Estates/WPD
		6.5.3. Install rain harvesting facilities in all newly constructed buildings.	250,000.00								WPD/VC/Registrar
		6.5.4. Institute policies to ensure the use of biodegradable plastics.	50,000.00								VC/Registrar
		6.5.5. Strengthen the Estate Department to ensure a high maintenance culture.	200,000.00								VC/Registrar
Goal 7: Strengthened and Expanded ICT for all University Activities											
OBJECTIVES		ACTIVITIES	ESTIMATED COST (US\$)	Timeframe						ACTION	
				2024	2025	2026	2027	2028	2029		2030
7.1.	Expand and modernise digital Infrastructure	7.1.1. Develop a state-of-the-art network infrastructure, which is robust, affordable, secure and sustainable.	1,000,000.00								DICT/VC/Registrar
		7.1.2. Establish a distributed backup system.	300,000.00								DICT/VC/Registrar
		7.1.3. Establish a system to support online learning, research activities, and administrative functions.	500,000.00								DICT/VC/Registrar
		7.1.4 Develop an integrated communication system.	250,000.00								Registrar/DICT
7.2.	Engage the research	7.2.1. Provide the required infrastructure, tools and	400,000.00								DICT/VC/Registrar

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	community with emerging technologies in ICT	training for discovery, computation and curation of research data.									
		7.2.2. Provide a digital platform for dissemination of community-based research findings.	200,000.00								DICT/ DCROP/ DoUR
		7.2.3. Implement a project management platform to assist researchers in proper accounting of research funds.	150,000.00								VC/Registrar / DoF/DICT
		7.2.4. Collaborate with research institutions and donor agencies to enhance the digital research infrastructure of the University.	300,000.00								VC/Registrar /Deans/ DICT
7.3.	Develop a secure technological environment that can support and sustain excellent teaching and learning	7.3.1. Promote use of ICT in innovative ways to enhance teaching and learning using emerging technologies in ICT.	200,000.00								VC/Registrar /DICT/ Deans/ HoDs
		7.3.2. Develop mobile technologies to facilitate internal stakeholder communication.	150,000.00								DICT/ Registrar/VC
		7.3.3. Organise workshops for students and staff on new digital technologies.	100,000.00								DICT/ Registrar/VC
		7.3.4. Provide services that support growth in access to virtual learning	300,000.00								DICT/VC

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		environments of the University.									
7.4.	Provide infrastructure and tools to share the findings of the TTFPP and other outreach programmes	7.4.1. Provide mobile devices for field workers.	200,000.00								DICT/ Registrar/ DoF/VC
		7.4.2. Develop mechanisms for remote monitoring of outreach activities of UDS.	150,000.00								DICT/ Registrar/VC
		7.4.3. Provide a web platform for sharing of research findings with governmental and non-governmental agencies.	100,000.00								DICT/ Registrar/VC
		7.4.4. Develop domain-specific data acquisition and analytic software.	250,000.00								DICT/ Registrar/VC
7.5.	Ensure equitable access to ICT resources and services	7.5.1. Develop and implement inclusive design principles and infrastructure upgrades.	300,000.00								DICT/VC
		7.5.2. Assign ICT officers to Faculties and Schools.	150,000.00								DICT/ Registrar/VC
GOAL 8: Enhanced Gender Mainstreaming, Inclusivity and Mentorship											
	OBJECTIVES	ACTIVITIES	ESTIMATED COST (US\$)	Timeframe						ACTION	
				2024	2025	2026	2027	2028	2029		2030
8.1.	Finalise, adopt and facilitate the implementation	8.1.1. Develop action plan to aid the implementation and monitoring of the policy.	50,000.00								CGCM/ Registrar
		8.1.2. Create awareness of gender equality and equity.	75,000.00								CGCM/ Registrar

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	n of the gender policy	8.1.3. Foster gender parity and strengthen respect for inclusiveness.	100,000.00								CGCM/ Registrar/VC	
		8.1.4. Use affirmative action to close gender gap in recruitment and admissions.	150,000.00									Registrar/VC
		8.1.5. Constitute gender mainstreaming committees on all campuses.	50,000.00									VC/Registrar
8.2.	Promote gender sensitive practices and inclusive culture at all levels	8.2.1. Ensure gender perspectives are integrated in research and innovation in all academic programmes	100,000.00								Deans/HoDs	
		8.2.2. Mainstreaming gender into staff recruitment, transfers, compensation.	75,000.00								Registrar/VC	
		8.2.3. Train key staff on gender planning and budgeting.	50,000.00								DHROD/ Registrar/ DoF	
		8.2.4. Establish accountability system for resource allocation towards gender mainstreaming.	75,000.00								Registrar/ DoF	
		8.2.5. Increase the percentage of females in leadership positions.	100,000.00								VC/Registrar	
8.3.	Create safe and enabling environment for staff and students	8.3.1. Identify and support students and staff with special needs.	200,000.00								CGCM/VC/ Registrar	
		8.3.2. Create safe learning and working environment for all.	250,000.00								VC/Registrar /Deans/ HoDs	

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		8.3.3. Create awareness and facilitate the implementation of the Sexual Harassment Policy.	75,000.00								CGCM/ Registrar/VC
		8.3.5 Establish confidential reporting system where harassment issues can be reported and investigated.	100,000.00								CGCM/VC/ Registrar
		8.3.6. Ensure a built environment that is disability and child friendly.	300,000.00								CGCM/WPD /Registrar/ VC
8.4.	Ensure effective monitoring of gender equality actions	8.4.1. Promote behaviour change and communication channel.	50,000.00								CGCM/ Registrar
		8.4.2. Conduct annual surveys to determine the effectiveness of gender mainstreaming.	75,000.00								CGCM/ Registrar
		8.4.3. Organise regular meetings to assess progress of gender mainstreaming.	50,000.00								CGCM/ Registrar
		8.4.4. Monitor the effectiveness of sexual harassment reporting system.	75,000.00								CGCM/ Registrar
8.5.	Facilitate the implementation of the mentorship policy	8.5.1. Assess and review the mentorship policy and handbook.	40,000.00								Registrar
		8.5.2. Motivate all sectors of the University to implement the policy documents	50,000.00								Registrar/VC

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		8.5.3. Identify and assign staff to mentor students in their fields.	75,000.00									CGCM/VC/ Registrar
		8.5.4. Organise periodic training for mentors and mentees.	100,000.00									CGCM/HRC OD/ Registrar
GOAL 9: Enhanced Internationalisation and Visibility												
	OBJECTIVES	ACTIVITIES	ESTIMATE D COST (US\$)	Timeframe							ACTION	
				2024	2025	2026	2027	2028	2029	2030		
9.1.	Enhance teaching and learning within the regional and international space	9.1.1. Promote unique University programmes using electronic media, physical tours and participation in educational fairs.	150,000.00									DIRA/DoUR /Registrar
		9.1.2. Secure international accreditation for academic programmes.	300,000.00									HoDs/Deans / DAPQA/ Registrar/VC
		9.1.3. Advertise for foreign students to participate in the TTFPP and other outreach programmes.	100,000.00									DIRA/DoUR / DCROP
		9.1.4. Supervise and monitor international students on mobility, TTFPP and home-stay.	100,000.00									DIRA/Deans /DCROP
		9.1.5. Increase international participation using virtual platforms.	150,000.00									DIRA/DoUR /DICT
		9.1.6. Promote the use of the UDS International Virtual Visiting Lecturers Platform.	75,000.00									DIRA/DoUR /DICT

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9.3.	Increase enrolment of international students	9.3.1. Organise international open day for potential applicants.	100,000.00									DIRA/DoUR / Registrar	
		9.3.2. Participate in educational fairs at the regional and international levels.	125,000.00										DIRA/ Registrar/VC
		9.3.3. Leverage on VCG overseas office to promote the University's programmes.	100,000.00										VC/DIRA/ Registrar
		9.3.4. Advertise programmes in Higher Education brochures and bulletins.	50,000.00										Registrar/ DoAA/DoUR /DIRA
		9.3.5. Provide information about the University to Embassies and Consulates.	75,000.00										Registrar/ DIRA/VC
		9.3.6. Update the University's digital platforms regularly.	300,000.00										DoUR/DICT
		9.3.7. Designate a hostel for international students.	50,000.00										Registrar/ DIRA/VC
9.4.	Strengthen Collaborations and Partnerships	9.4.1. Maintain active communication with existing partner institutions.	75,000.00									Registrar/ DIRA	
		9.4.2. Provide information on areas of cooperation with other institutions to staff and students.	100,000.00										DIRA/ Registrar/VC
		9.4.3. Identify and establish partnership opportunities.	50,000.00										Deans/DIRA /VC/ Registrar

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		9.4.4. Sign up to existing and emerging international university portals for potential partnership opportunities.	200,000.00								VC/Registrar /DIRA
		9.4.5. Identify and collaborate with Centres of Excellence.	150,000.00								Deans/DIRA /Registrar/ VC
		9.4.6. Explore partnership opportunities with industry.	200,000.00								DIRA/Deans / DoUR/ Registrar
GOAL 10: Enhanced Total Quality Management											
	OBJECTIVES	ACTIVITIES	ESTIMATE D COST (US\$)	Timeframe							ACTION
				2024	2025	2026	2027	2028	2029	2030	
10.1	Expand the mandate of quality assurance to encompass all systemic processes	10.1.1 Review the policies, rules and regulations governing quality assurance.	50,000.00								DAPQA /Registrar/ VC
		10.1.2. Strengthen the capacity of the Directorate of Academic Planning and Quality Assurance.	200,000.00								Registrar/VC
		10.1.3. Expand quality assurance activities to cover non-academic processes.	150,000.00								DAPQA/ DoIA/ Registrar/VC
10.2	Institute regular orientation and training programmes for students and staff on the	10.2.1. Organise orientation on quality assurance to students.	75,000.00								Registrar/ DoS/ DAPQA
		10.2.2. Organise regular training on quality assurance for newly recruited staff.	100,000.00								DHROD/ Registrar/ DAPQA

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	need and practice of quality assurance	10.2.3. Incorporate quality assurance practices in teaching and learning.	150,000.00									Deans/HoDs / DAPQA	
		10.2.4. Organise periodic refresher training for all staff.	100,000.00										DHROD/ Registrar/VC
10.3	Ensure quality teaching, research and services	10.3.1. Recruit qualified academic, administrative and professional staff.	300,000.00									VC/Registrar	
		10.3.2. Adhere to guidelines and reports from regulatory bodies.	50,000.00										VC/Registrar
		10.3.3. Implement recommendations from staff/ programme evaluation reports.	100,000.00										Deans/HoDs
		10.3.4. Provide adequate teaching and learning resources.	500,000.00										VC/Registrar /DoF
		10.3.5. Promote a conducive and healthy student-teacher relationship.	100,000.00										Deans/HoDs
		10.3.6. Provide staff with feedback from evaluation reports.	75,000.00										Deans/HoDs
10.4	Produce quality products to meet market/ industry demands	10.4.1. Admit only qualified applicants.	50,000.00									Registrar/ Deans/HoDs	
		10.4.2. Enhance hands-on training with industry.	200,000.00										Deans/HoDs
		10.4.3. Institute tracer studies.	150,000.00										Deans/HoDs
10.5	Establish a University-	10.5.1. Develop a monitoring and evaluation policy.	50,000.00									Registrar	

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wide Monitoring & Evaluation system	10.5.2. Ensure the conduct of periodic staff performance appraisal.	200,000.00									DAPQA
	10.5.3. Institute professional peer review processes.	150,000.00									Deans/HoDs
	10.5.4. Encourage staff to undergo continuous professional development (CPD).	75,000.00									Deans/HoDs
	10.5.5. Undertake a cyclical review of the University.	300,000.00									VC

5.0. ESTIMATED COST

The successful implementation of this Strategic Plan over the seven-year period from 2024 to 2030 is projected to require a significant investment in the University's future. Based on comprehensive financial analysis and forecasting, the estimated cost for executing all the strategic initiatives outlined in this plan are:

- Goal 1: \$1,845,000
- Goal 2: \$3,340,000
- Goal 3: \$760,000
- Goal 4: \$1,140,000
- Goal 5: \$1,325,000
- Goal 6: \$3,550,000
- Goal 7: \$5,000,000
- Goal 8: \$2,215,000
- Goal 9: \$3,375,000
- Goal 10: \$2,700,000

Therefore, the total estimated cost to achieve goals 1 to 10 and carry out all the activities is **\$25,250,000 (Twenty-five million, two hundred and fifty thousand US dollars)**.

This figure represents a careful calculation of the resources needed to achieve our ambitious goals across all areas of the University's operations, including academic programme development, research enhancement, infrastructure improvement, technological advancement, and human resource development. The estimated cost takes into account both capital expenditures and operational expenses necessary to drive the University's growth and maintain its competitive edge in the higher education landscape.

It is important to note that this financial projection is based on current economic conditions and best available information. The University recognises that economic fluctuations and unforeseen circumstances may necessitate adjustments to this estimate over the course of the Strategic Plan's implementation. Therefore, we are committed to regular financial reviews and are prepared to make prudent adjustments as needed to ensure the Plan's successful execution within our fiscal capabilities.

The University views this investment as crucial for positioning UDS as a leading institution of higher learning, not only in Ghana but across the West African region and beyond. We are confident that the returns on this investment - in terms of enhanced educational quality, research output, community impact, and institutional prestige - will far outweigh the costs, cementing UDS's role as a catalyst for national and regional development.

Funding for this strategic plan will be sourced through a combination of government

allocations, internally generated funds, donor support, and strategic partnerships. The University is committed to transparent and efficient use of these resources to maximise the impact of every cedi invested in our shared vision for the future.

6.0. IMPLEMENTATION, MONITORING, AND EVALUATION FRAMEWORK

The successful execution of the 2024-2030 Strategic Plan requires a robust, collaborative, and dynamic approach to implementation, monitoring, and evaluation. This framework is designed to ensure that the University for Development Studies (UDS) achieves its strategic objectives efficiently and effectively.

6.1 Implementation Strategy

The implementation of this Strategic Plan will follow a decentralised yet coordinated approach:

- a. Institutional Responsibility: While the Vice-Chancellor bears overall responsibility for the Plan's implementation, execution will be a collective effort involving all levels of the University hierarchy.
- b. Cascading Plans: Faculties, Schools, Departments, and other units will develop their own aligned strategic and operational plans, ensuring coherence with the overarching university strategy.
- c. Annual Action Plans: Each unit will prepare detailed annual action plans with corresponding budgets, outlining specific activities, timelines, and resource allocations.
- d. Resource Allocation: The University will ensure judicious allocation and utilisation of resources in line with strategic priorities. A transparent mechanism for special funding requests will be established for high-impact initiatives.

6.2 Monitoring and Evaluation Framework

A comprehensive Monitoring and Evaluation (M&E) system will be implemented to track progress, ensure accountability, and facilitate adaptive management:

- a. Key Performance Indicators (KPIs): Each strategic objective and associated activities will have clearly defined KPIs, allowing for quantitative and qualitative assessment of progress.
- b. Multi-level Monitoring: Regular monitoring will occur at various levels - institutional, faculty/school, departmental, and individual - to ensure alignment and progress across the University.
- c. Periodic Reviews: Quarterly and annual reviews will be conducted to assess progress, identify challenges, and make necessary adjustments to the implementation approach. These should be undertaken by a committee so established for that, whose membership should have a representation from

DAPQA.

- d. Stakeholder Engagement: The M&E process will involve key stakeholders, including staff, students, alumni, and external partners, to ensure a comprehensive assessment of the Plan’s impact.
- e. Cyclical Reviews: The University may undertake a cyclical review from time to time using a panel of independent external experts.

6.3 Roles and Responsibilities

- a. Strategic Plan Implementation Committee (SPIC): A high-level committee chaired by the Vice-Chancellor will oversee the overall implementation and provide strategic guidance.
- b. Directorate of Academic Planning and Quality Assurance (DAPQA): Will serve as the central coordinating unit for the Plan’s implementation, working closely with all university units.
- c. Deans, Directors, and Heads of Units: Responsible for developing and implementing unit-level plans and reporting progress to DAPQA and SPIC.
- d. Internal Audit: Will ensure compliance with financial regulations and provide independent assurance on the effective use of resources.

6.4 Performance Management

- a. Staff Appraisals: Regular performance appraisals will be conducted, with KPIs aligned to the Strategic Plan’s objectives.
- b. Capacity Building: Ongoing training and development programmes will be provided to enhance staff capacity in strategic planning, project management, and M&E.

6.5 Reporting and Communication

- a. Integrated Reporting System: An online platform will be developed to facilitate real-time reporting and monitoring of progress across all units.
- b. Regular Communication: Quarterly newsletters, annual reports, and town hall meetings will be used to communicate progress and challenges to the University community and external stakeholders.
- c. Data-Driven Decision Making: The M&E system will generate data to inform evidence-based decision-making and strategy refinement.

6.6 Risk Management and Adaptability

- a. Risk Assessment: Regular risk assessments will be conducted to identify potential threats to the Plan’s implementation and develop mitigation strategies.
- b. Adaptive Management: The Plan will maintain flexibility to respond to changing

internal and external environments, with a formal mid-term review scheduled for 2027.

This comprehensive framework ensures that the 2024-2030 Strategic Plan remains a living document, guiding UDS towards its vision of excellence in teaching, research, and community engagement. Through rigorous implementation, monitoring, and evaluation, UDS is poised to strengthen its position as a leading institution of higher learning in Ghana and beyond.

Key Performance Indicators

Goal 1: Improved and sustainable governance system

OBJECTIVES	ACTIVITIES	KPIs
1.1 Expand administrative and academic units	1.1.1 Create new units necessary for the proper functioning of the University	Number of new units created and operationalised annually
	1.1.2 Train and recruit qualified staff into the administrative setup	Percentage of administrative positions filled with qualified staff; Number of training sessions conducted per year
	1.1.3 Procure necessary logistics to facilitate administrative processes.	Percentage of administrative units reporting sufficient logistical support; Reduction in process delays due to logistical issues
1.2 Decentralise management of the University	1.2.1 Finalize the revised statutes.	Completion and approval of revised statutes within the set timeframe
	1.2.2. Assess and review administrative manual where possible and develop other necessary policy documents.	Number of administrative manuals and policy documents reviewed and updated annually
	1.2.3 Review appropriate policies, guidelines, regulations and rules in conformity to the revised statutes.	Percentage of policies, guidelines, regulations, and rules aligned with the revised statutes
	1.2.4 Develop and implement clear administrative structures for campuses.	Percentage of campuses with implemented clear administrative structures; Staff satisfaction rate with new administrative structures
	1.2.5 Decentralise Directorates, Institutes, And Centres to all campuses where required	Percentage of relevant Directorates, Institutes, And Centres decentralized to appropriate campuses
	1.2.6 Encourage Faculties, Schools, Institutes, and Centres to develop or review their strategic plans in tandem with the University’s Strategic Plan.	Percentage of Faculties, Schools, Institutes, and Centres with updated strategic plans aligned with the University’s Strategic Plan

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1.3 Streamline and enhance administration.	1.3.1 Strengthen and ensure adherence to codes of conduct among all staff.	Percentage of staff complying with codes of conduct; Number of code violations reported annually
	1.3.2. Organise sensitization workshops for staff on policies, and other regulations of the University.	Number of workshops conducted annually; Percentage of staff attending workshops
	1.3.3. Develop clear job descriptions for all categories of staff.	Percentage of staff positions with updated job descriptions
	1.3.4. Eliminate functional overlaps of the different units of the University.	Number of identified and resolved functional overlaps; Improvement in operational efficiency
	1.3.5. Develop clear communication channels and procedures.	Staff satisfaction rate with communication processes; Reduction in miscommunication incidents
	1.3.6 Enhance the functions of the Legal Department of the University.	Number of legal issues successfully resolved; Turnaround time for legal consultations
	1.3.7. Harmonize the responsibilities for monitoring and supervision of staff.	Percentage of departments with standardized monitoring and supervision processes
1.4 Enhance Human Resource Capacity at all levels.	1.4.1. Improve the working environment in all sections of the University.	Employee satisfaction rate; Reduction in workplace-related complaints
	1.4.2. Institute an incentive scheme for all categories of staff.	Percentage of staff covered by incentive schemes; Impact on staff retention rates
	1.4.3 Enhance and expand staff capacity building programmes.	Number of capacity building programmes offered; Percentage of staff participating in programmes
	1.4.4 Provide opportunities for continuous education and mentoring	Number of staff engaged in continuous education; Satisfaction rate with mentoring programmes
	1.4.5 Provide clear guidelines and awareness for progression.	Percentage of staff aware of progression guidelines; Number of successful progressions annually
	1.4.7 Establish a computerised human resource and academic database.	Percentage of staff records digitized; System uptime and reliability
	1.4.8 Computerise the University’s promotion system.	Promotion system computerized; Percentage of promotions processed through the computerized

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		system; Reduction in promotion processing time
1.5 Develop required policy documents not yet part of the University.	1.5.1 Identify key policies needed in the University (i.e. Conflict of Interest, etc)	Number of key policy gaps identified
	1.5.2. Develop for approval all identified policy documents	Percentage of identified policies developed and approved
1.6 Establish a robust customer service system	1.6.1. Develop a customer service Charter for the University	Completion and approval of the customer service charter
	1.6.2 Sensitise staff on the Charter.	Percentage of staff trained on the customer service charter
	1.6.3 Institute strict enforcement regime.	Number of customer service violations addressed; Improvement in customer satisfaction ratings
1.7 Expand, modernise and strengthen the security system	1.7.1. Provide regular in-service training for security personnel.	Number of training sessions conducted; Percentage of security personnel trained
	1.7.2. Train security personnel on modern security issues.	Percentage of security staff trained on modern security issues
	1.7.3. Evolve a robust monitoring system for the security section.	Implementation of a comprehensive security monitoring system; Reduction in security incidents
	1.7.4. Develop mechanisms for monitoring all University properties and resources.	Percentage of University properties and resources covered by monitoring mechanisms
	1.7.5. Install CCTV cameras at all vantage posts to enhance security.	Percentage of identified vantage points covered by CCTV; Reduction in security incidents in monitored areas
	1.7.6 Consciously procure and update security logistics.	Percentage of security logistics updated annually; Improvement in response time to security issues
1.8 Strengthen the link between the University and alumni.	1.8.1 Review policy frameworks to facilitate alumni participation.	Number of policies reviewed and updated to enhance alumni participation
	1.8.2 Support Alumni to build a comprehensive Alumni database.	Percentage of Alumni included in the database; Data accuracy rate

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	1.8.3 Engage Alumni in various University activities.	Number of Alumni involved in University events; Alumni participation rate
	1.8.4 Leverage Alumni expertise and resources to transform the University	Number of University projects/initiatives involving Alumni expertise; value of resources contributed by Alumni
	1.8.5 Enhance philanthropic support and fundraising efforts through Alumni engagement	Amount of funds raised through Alumni contributions; Percentage increase in alumni donations
	1.8.6 Evaluate Alumni impact on the University	Completion of annual Alumni impact assessment; Measurable improvements attributed to Alumni involvement

Goal 2.0: Innovative academic programmes in line with current trends

OBJECTIVES	ACTIVITIES	KPIs
2.1. Review existing programmes to meet current needs.	2.1.1 Establish a system of periodic review of existing programmes.	Percentage of programmes reviewed annually; Implementation of a standardized review process
	2.1.2 Set up Curricula Review Committees.	Number of Curricula Review Committees established; Frequency of committee meetings
	2.1.3 Establish Career Advisory Service Centres in all campuses.	Number of Career Advisory Service Centres established; Student utilization rate of career services
	2.1.4 Identify and project the visibility of flagship programmes.	Number of flagship programmes identified; Increase in enrolment for flagship programmes

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	2.1.5 Expand top- ups and bridge-in programmes.	Number of new top-up and bridge-in programmes introduced; Enrolment growth in these programmes
	2.1.6 Create synergies in the design of academic programmes	Number of interdisciplinary programmes developed; Student satisfaction with integrated curricula
2.2 Develop innovative and demand-driven academic programmes	2.2.1 Expand distance learning programmes	Number of new distance learning programmes introduced; Enrolment growth in distance learning
	2.2.2 Expand sandwich programmes	Number of new sandwich programmes introduced; Student satisfaction with sandwich programmes
	2.2.3. Introduce evening and weekends modes	Number of programmes offered in evening/ weekend modes; Enrolment in these modes
	2.2.4. Introduce Lingua franca programmes	Number of Lingua franca programmes introduced; Enrolment in language programmes
	2.2.4. Develop and run short professional and skill-based training programmes.	Number of short professional/skill-based programmes offered; Participant satisfaction rate
	2.2.5. Use feedback mechanism, tracer studies, peer and professional reviews to revise existing programmes.	Number of programmes revised based on feedback; Improvement in graduate employability rates
	2.2.6 Expand graduate programmes to promote research and visibility	Number of new graduate programmes introduced; Increase in research output from graduate programmes
	2.2.7 Develop collaborative programmes with foreign institutions	Number of international collaborative programmes established; Student participation in these programmes
2.3. Modernise the University Library.	2.3.1 Assess libraries on all campuses to identify their needs.	Completion of comprehensive library needs assessment; Identification of priority areas for improvement
	2.3.2 Upgrade the library with state-of-the-art infrastructure.	Percentage of libraries upgraded; User satisfaction with library facilities

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	2.3.3 Build capacity of the library staff.	Number of training programmes conducted for library staff; Improvement in staff performance evaluations
	2.3.4. Digitise and automate the library for improved services.	Percentage of library resources digitized; Reduction in time for resource retrieval
	2.3.5. Establish a fund-raising committee for the library.	Establishment of the committee; Amount of funds raised for library development
	2.3.6. Continuously update the skills and knowledge of library users.	Number of user training sessions conducted; User proficiency in utilizing library resources
	2.3.7. Expand the University repository through linkages with other database systems	Number of new database linkages established; Increase in accessible resources
	2.3.8. Develop user friendly e-library system	Implementation of e-library system; User satisfaction with the e-library interface
	2.3.9. Procure online journals and literature databases.	Number of new online journals and databases subscribed; Usage statistics of online resources
2.4. Establish a framework for ethical use of Artificial Intelligence (AI)	2.4.1. Develop guidelines for ethical use of AI.	Develop AI ethics guidelines; Completion and approval of AI ethics guidelines; Compliance rate with guidelines
	2.4.2. Organise sensitisation workshops on guidelines for the usage of AI.	Number of AI ethics workshops conducted; Percentage of staff and students attending workshops
	2.4.3. Organise training workshops on AI to staff and students.	Number of AI training workshops conducted; Improvement in AI literacy among staff and students
	2.4.4. Ensure strict compliance to all protocols on the use of AI	Establishment of AI compliance monitoring system; Number of AI-related ethical issues reported and resolved

Goal 3.0: Enhanced and relevant outreach programme

OBJECTIVES	ACTIVITIES	KPIs
3.1 Enhance the Sustainability of TTFPP, COBES, and other outreach programmes.	3.1.1. Broaden and intensify fund raising activities.	Total funds raised annually for outreach programmes; Number of new funding sources identified
	3.1.2. Develop collaborative practical training programmes with partners to support communities.	Number of new collaborative programmes developed; Number of community partners engaged
	3.1.3 Centralise all fund-raising efforts of the university.	Establishment of a centralized fundraising unit; Improvement in fundraising efficiency
	3.1.4. Streamline the allocation of funds to all practical training programmes.	Development of a transparent fund allocation system; Percentage of programmes receiving adequate funding
	3.1.5 Promote all outreach programmes to stakeholders.	Number of promotional activities conducted; Increase in stakeholder awareness of outreach programmes
	3.1.6. Assess the impact of all outreach programmes on beneficiary communities	Completion of annual impact assessments; Measurable improvements in community indicators
3.2 Introduce other innovative practical training programme	3.2.1. Identify new practical training requirements of all academic programmes	Number of new practical training requirements identified; Percentage of programmes with updated practical training components
	3.2.2. Strengthen the linkage between theory and practice in all programmes.	Percentage of courses incorporating practical elements; Student satisfaction with theory-practice integration
	3.2.3 Strengthen the linkage between skills training and industry	Number of industry partnerships for skills training; Graduate employability rate

GOAL 4: Impactful Research for Community and National Development

OBJECTIVES	ACTIVITIES	KPIs
4.1. Identify key research areas aligned with community and national needs, and strengthen research capacity and infrastructure	4.1.1. Conduct needs assessment to identify the most pressing issues facing the community and the nation	Completion of comprehensive needs assessment; Number of key research areas identified
	4.1.2. Analyse existing research capacity and infrastructure.	Completion of research capacity assessment; Identification of capacity gaps
	4.1.3 Develop a research strategy to prioritize problem solving research.	Development and approval of research strategy; Alignment of research projects with strategy
	4.1.4 Invest in research facilities, equipment, and technology.	Annual investment in research infrastructure; Utilization rate of new facilities and equipment
	4.1.5 Provide training and professional development opportunities for staff.	Number of research-related training sessions conducted; Percentage of staff participating in professional development
4.2. Foster a culture of innovation and entrepreneurship, and promote interdisciplinary and collaborative research	4.2.1 Establish innovation hubs and incubators to support the development of new ideas.	Number of innovation hubs/incubators established; Number of new ideas/startups supported
	4.2.2 Create platforms for staff of different disciplines to collaborate.	Number of interdisciplinary platforms created; Number of collaborative projects initiated
	4.2.3 Encourage and reward innovative and entrepreneurial thinking among staff and students.	Number of innovation awards/recognitions given; Increase in patent applications/granted patents

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	4.2.4. Develop policies and procedures that promote interdisciplinary and collaborative research.	Number of new policies implemented; Increase in interdisciplinary research projects
	4.2.5. Organize events and competitions that showcase innovative research projects and entrepreneurial ventures.	Number of innovation events organized; Participation rate in these events
4.3 Enhance research funding and partnerships	4.3.1. Identify potential funding sources and develop strategies to secure research grants and contracts.	Number of potential funding sources identified; Success rate in securing grants
	4.3.2. Strengthen relationships with government agencies, private foundations, and industry partners to explore funding opportunities	Number of partnerships established; Total funding secured from partnerships
	4.3.3 Participate in international research networks and consortia to access funding.	Number of international research networks joined; Amount of funding secured through these networks
	4.3.4 Develop a system to manage research grants and contracts to ensure compliance with funding requirements.	Implementation of grants management system; Compliance rate with funding requirements
	4.3.5. Provide support and incentives for staff and students to pursue external funding opportunities.	Number of staff/students receiving support for grant applications; Success rate of supported applications
4.4. Disseminate research findings and impact through publications, conferences, seminars, and workshops, and	4.4.1. Support staff to publish in high-impact outlets and present at conferences and seminars.	Number of publications in high-impact journals; Number of conference presentations
	4.4.2 Organize workshops and seminars to	Number of research dissemination events

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translate research into community and national development initiatives:	share research findings.	organized; Attendance at these events
	4.4.3. Develop a communication strategy to disseminate research findings (various media channels)	Implementation of research communication strategy; Reach and engagement of research communications
	4.4.4 Collaborate with community-based organizations and government agencies to translate research findings into practical solutions and policy recommendations	Number of collaborations for research translation; Number of policies influenced by research
	4.4.5 Establish a system for tracking and evaluating the impact of research on community and national development	Implementation of research impact tracking system; Measurable impacts of research on development indicators
4.5 Build research capacity of students by integrating research skills into the curriculum, providing opportunities for participation in research projects, and establishing mentorship programmes:	4.5.1 Enhance the research skills of students.	Number of research skills courses/workshops for students; Improvement in student research competencies
	4.5.2 Provide opportunities for students to participate in research projects and gain hands-on experience.	Percentage of students involved in research projects; Student satisfaction with research experiences
	4.5.3 Institute a mentorship programme to guide students' research and development.	Number of students in research mentorship programmes; Mentor-mentee satisfaction rates
	4.5.4 Award students who demonstrate excellence in research.	Number of research excellence awards given to students; Increase in student research output

Goal 5.0: A stable and efficient financial system

OBJECTIVES	ACTIVITIES	KPIs
5.1 Expand and diversify income generation sources.	5.1.1. Organize sensitization workshops on income generation.	Number of income generation workshops conducted; Percentage of staff attending workshops
	5.1.2. Expand profitable and market driven professional and short-term training programmes.	Number of new professional/short-term programmes launched; Revenue generated from these programmes
	5.1.3. Enhance the capacity of staff on grantsmanship.	Number of grantsmanship training sessions conducted; Increase in successful grant applications
	5.1.4. Establish “UDS Business” and formulate policies and guidelines for setting up viable businesses.	Establishment of UDS Business entity; Number of university-affiliated businesses launched
	5.1.5. Promote the consultancy services of the university.	Number of consultancy projects secured; Revenue generated from consultancy services
	5.1.6. Promote the activities of the Fund-Raising Committee.	Number of fundraising events organized; Total funds raised through committee activities
	5.1.7. Build a fund-raising database.	Completion and implementation of fundraising database; Number of potential donors/sponsors in database
	5.1.8. Engage a professional fund raiser.	Hiring of professional fundraiser; Increase in funds raised post-engagement

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	5.1.9. Involve Alumni in fund raising activities.	Percentage of Alumni involved in fundraising; Amount of funds raised through Alumni efforts
	5.1.10. Recognise individuals or groups who have contributed to the growth of the University.	Number of recognition events held; Increase in repeat donations/contributions
5.2. Enhance the financial management system of the University.	5.2.1. Organise workshops on financial management systems.	Number of financial management workshops conducted; Staff participation rate in workshops
	5.2.2. Ensure strict adherence to financial policies, guidelines and procedures (i.e. Financial Administration Act, Procurement Law, the University’s Financial Administration Manual etc.).	Compliance rate with financial policies; Reduction in audit findings
	5.2.3. Align expenditure with budgets through regular financial audits.	Frequency of financial audits; Percentage of budget adherence
	5.2.4. Enforce implementation of audit recommendations.	Percentage of audit recommendations implemented; Time taken to implement recommendations
	5.2.5. Separate income generation units from the mainstream university activities.	Number of income generation units established as separate entities; Profitability of these units
	5.2.6. Decentralize financial administration to cost centres.	Number of decentralized cost centres; Improvement in financial efficiency at cost centre level
	5.2.8. Strengthen the capacity of staff on budget preparation.	Number of budget preparation training sessions; Improvement in budget accuracy
5.3. Ensure equitable and effective	5.3.1. Review policies and guidelines on	Completion of policy review; Stakeholder

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sharing formula to costs centres.	resource distribution to cost centres.	satisfaction with revised policies
	5.3.2. Adhere to regulations, policies, and guidelines on the sharing formula.	Compliance rate with sharing formula; Reduction in resource allocation disputes
5.4. Ensure a robust risk management framework	5.4.1. Review the Risk Management Policy	Completion of risk management policy review; Approval of updated policy
	5.4.2. Strengthen internal controls	Number of internal control measures implemented; Reduction in risk incidents
	5.4.3. Organise risk management workshops for budget holders	Number of risk management workshops held; Percentage of budget holders trained

Goal 6: Expanded, modernized and climate resilient infrastructure

OBJECTIVES	ACTIVITIES	KPIs
6.1. To conduct a comprehensive assessment of the infrastructure of the University and develop a master plan for future growth.	6.1.1 Acquire and secure all university lands and properties	Percentage of university lands and properties legally secured; Reduction in property disputes
	6.1.2 Assess the states of all physical infrastructure.	Completion of comprehensive infrastructure assessment; Percentage of infrastructure assessed
	6.1.3 Prepare a long-term infrastructure master plan for the University.	Completion and approval of long-term infrastructure master plan; Alignment of new projects with master plan
6.2. To secure alternative funding for infrastructure projects.	6.2.1. Identify potential funding sources for infrastructure.	Number of potential funding sources identified; Diversity of funding sources
	6.2.2. Develop a comprehensive infrastructural fundraising strategy.	Completion and approval of fundraising strategy; Percentage of funding targets met
	6.2.3. Prepare grant proposals and funding applications for infrastructure.	Number of grant proposals/applications submitted; Success rate of funding applications
	6.2.4. Establish relationships with key stakeholders and decision-makers to secure their support and funding commitments.	Number of new partnerships established; Amount of funding secured through partnerships
	6.2.5. Establish transparent and accountable system for managing and reporting on infrastructure funds	Implementation of fund management system; Audit compliance rate for infrastructure funds

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6.3. To Construct state-of-the-art facilities in all campuses.	6.3.1 Identify specific needs of facilities based on the faculty or school requirements	Completion of needs assessment for each faculty/school; Percentage of identified needs addressed in plans
	6.3.2. Develop detailed design plans and specifications for each new facility, incorporating modern technology.	Number of design plans completed; Stakeholder satisfaction with designs
	6.3.3. Engage competent consultants.	Number of qualified consultants engaged; Performance rating of engaged consultants
	6.3.4 Award contracts through competitive bidding processes.	Percentage of contracts awarded through competitive bidding; Cost savings achieved through bidding process
	6.3.4 Conduct regular progress reviews on projects.	Frequency of progress reviews; Percentage of projects on schedule and within budget
6.4 Upgrade and renovate existing infrastructure to improve accessibility for differently abled persons.	6.4.1 Conduct a detailed assessment of existing infrastructure for upgrades or renovations.	Completion of accessibility assessment; Percentage of facilities assessed
	6.4.2 Prioritize and upgrade projects based on urgency and impact.	Development of prioritized project list; Percentage of high-priority projects completed
	6.4.3 Develop detailed plans and budgets for each project, considering the specific needs and requirements of facility.	Number of detailed project plans completed; Alignment of plans with accessibility standards
6.5 Implement eco-friendly practices in all projects and establish a dedicated facilities management team for	6.5.1. Incorporate renewable technologies into construction projects. (I.e. Solar, bio-digestors, etc)	Percentage of new projects incorporating renewable technologies; Energy savings achieved
	6.5.2 Beautify all campuses by landscaping	Percentage of campus area

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maintenance	and greening the environment.	landscaped/greened; Improvement in campus aesthetic ratings
	6.5.3. Install rain harvesting facilities in all newly constructed buildings.	Percentage of new buildings with rain harvesting facilities; Volume of water harvested annually
	6.5.4. Institute policies to ensure the use of biodegradable plastics	Implementation of biodegradable plastics policy; Reduction in non-biodegradable plastic waste
	6.5.5. Strengthen the Estate Department to ensure a high maintenance culture.	Staffing level of Estate Department; Reduction in maintenance backlog

Goal 7: Strengthened and expanded ICT for all university activities

OBJECTIVES	ACTIVITIES	KPIs
7.1. Expand and modernise digital Infrastructure	7.1.1. Develop a state-of-the-art network infrastructure, which is robust, affordable, secure and sustainable	Network uptime percentage; Network speed and capacity; Security incident reduction rate
	7.1.2. Establish a distributed backup system.	Percentage of data backed up; Recovery time objective (RTO) and recovery point objective (RPO) met
	7.1.3. Establish a system to support online learning, research activities, and administrative functions	User satisfaction rate with online systems; Number of processes digitized
	7.1.4 Develop an integrated communication system.	Implementation of integrated communication system; Communication efficiency improvement rate
7.2. Engage the research community with emerging technologies in ICT.	7.2.1. Provide the required infrastructure, tools and training for discovery, computation and curation of research data	Number of research tools/software provided; Percentage of researchers trained on new technologies
	7.2.2. Provide a digital platform for dissemination of community-based research findings	Implementation of research dissemination platform; Number of research findings shared on the platform
	7.2.3. Implement a project management platform to assist researchers in proper	Adoption rate of project management platform; Improvement in research fund

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	accounting of research funds.	management efficiency
	7.2.4. Collaborate with research institutions and donor agencies to enhance the digital research infrastructure of the University	Number of collaborations established; Number of funding/resources secured for digital research infrastructure
7.3. Develop a secure technological environment that can support and sustain excellent teaching and learning.	7.3.1. Promote use of ICT in innovative ways to enhance teaching and learning using emerging technologies in ICT	Number of courses using innovative ICT; Student satisfaction with ICT-enhanced learning
	7.3.2. Develop mobile technologies to facilitate internal stakeholder communication.	Implementation of mobile communication technologies; User adoption rate of mobile technologies
	7.3.3. Organise workshops for students and staff on new digital technologies.	Number of digital technology workshops conducted; Participant satisfaction rate
	7.3.4. Provide services that support growth in access to virtual learning environments of the University.	Number of virtual learning environments implemented; Usage rate of virtual learning platforms
7.4. Provide infrastructure and tools to share the findings of the TTFPP and other outreach programmes	7.4.1. Provide mobile devices for field workers, which leverage on other mobile apps for automated data collection process.	Number of field workers equipped with mobile devices; Efficiency improvement in data collection
	7.4.2. Develop mechanisms for remote monitoring of outreach activities of UDS	Implementation of remote monitoring system; Percentage of outreach activities monitored remotely
	7.4.3. Provide a web platform for sharing	Implementation of research sharing

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	of research findings with governmental and non-governmental agencies	platform; Number of agencies accessing the platform
	7.4.4. Develop domain-specific data acquisition and analytic software, which automatically communicates with a centralised server	Number of domain-specific software developed; Data processing efficiency improvement
7.5. Ensure equitable access to ICT resources and services.	7.5.1. Develop and implement inclusive design principles and infrastructure upgrades	Percentage of ICT resources meeting accessibility standards; User satisfaction among differently-abled individuals
	7.5.2. Assign ICT officers to Faculties and Schools.	Percentage of Faculties/Schools with assigned ICT officers; Improvement in ICT support response time

GOAL 8: Enhanced Gender Mainstreaming and Inclusivity

OBJECTIVES	ACTIVITIES	KPIs
8.1 Finalise, adopt and facilitate the implementation of the gender policy	8.1.1. Develop action plan to aid the implementation and monitoring of the policy	Completion and approval of gender policy action plan; Percentage of action plan milestones achieved
	8.1.2. Create awareness of gender equality and equity.	Number of gender awareness programmes conducted; Percentage of staff and students reached
	8.1.3. Foster gender parity and strengthen respect for inclusiveness.	Gender parity index in various university roles; Staff/student satisfaction with inclusiveness
	8.1.4. Address gender gap in recruitment and admissions	Gender ratio in new recruitments and admissions; Year-on-year improvement in gender balance
	8.1.5 Constitute gender mainstreaming committees on all campuses	Percentage of campuses with active gender mainstreaming committees; Frequency of committee meetings
8.2 Promote gender sensitive practices and inclusive culture at all levels	8.2.1. Ensure gender perspectives are integrated in research and innovation in all academic programmes	Percentage of academic programmes incorporating gender perspectives; Number of gender-focused research projects
	8.2.2 Mainstreaming gender into staff recruitment, transfers,	Established quota system across all levels. Gender pays gap ratio; Percentage of job

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	compensation,	descriptions/advertisements using gender-neutral language
	8.2.3. Train key staff on gender planning and budgeting	Percentage of key staff trained in gender planning and budgeting; Application of gender budgeting in university finances
	8.2.4. Establish accountability system for resource allocation towards gender mainstreaming	Implementation of gender-responsive budgeting; Percentage of budget allocated to gender initiatives
	8.2.5. Increase the percentage of females in leadership positions.	Percentage of females in leadership positions; Year-on-year increase in female leadership representation
8.3. Create safe and enabling environment for staff and students	8.3.1. Identify and support students and staff with special needs.	Percentage of identified special needs addressed; Satisfaction rate of special needs support
	8.3.2. Create safe learning and working environment for all.	Number of safety incidents reported; Staff/student perception of campus safety
	8.3.3. Create awareness and facilitate the implementation of the Sexual Harassment Policy	Percentage of staff/students aware of Sexual Harassment Policy; Number of policy implementation initiatives
	8.3.5 Establish confidential reporting system where harassment issues can be reported and investigated.	Implementation of confidential reporting system; Response time to reported incidents
	8.3.6. Ensure a built environment that is disability and child	Percentage of facilities meeting disability-and child-friendly standards; User satisfaction with

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	friendly	accessibility
8.4. Ensure effective monitoring of gender equality actions	8.4.1. Promote behaviour change and communication channel	Number of behaviours change communications issued; Engagement rate with communications
	8.4.2. Conduct annual surveys to determine if gender mainstreaming is effective	Completion of annual gender mainstreaming surveys; Year-on-year improvement in survey results
	8.4.3. Organise regular meetings to assess progress of gender mainstreaming	Frequency of gender mainstreaming progress meetings; Action items completed from meetings
	8.4.4. Monitor the effectiveness of sexual harassment reporting system	Number of reported gender and sexual harassment issues. Number of reports processed through the system; User satisfaction with the reporting system
8.5. Review and facilitate the implementation of the Mentorship Policy	8.5.1. Assess and review the Mentorship Policy and handbook	Completion of mentorship policy review; Stakeholder satisfaction with revised policy
	8.5.2. Establish Faculty-based committees to ensure the implementation of the policy	Percentage of faculties with active mentorship committees; Frequency of committee meetings
	8.5.3 Mentorship Policy reviewed and published on the University website	Publication of reviewed mentorship policy; Website visits to the policy page
	8.5.4. Identify and assign interested staff to mentor in their fields or related disciplines.	Percentage of staff engaged as mentors; Mentor-mentee match rate

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	8.5.5. Organise periodic training for mentors and mentees.	Number of mentor/mentee training sessions conducted; Participant satisfaction with training
	8.5.6. Collaborations with Global Mentorship Initiative	Number of collaborations established with Global Mentorship Initiative; Number of students benefiting from global mentorship

GOAL 9: Enhanced Internationalisation and Visibility

OBJECTIVES	ACTIVITIES	KPIs
9.1. Enhance teaching and learning within the regional and international space	9.1.1. Promote unique university programmes using electronic media, physical tours and participation in educational fairs.	Number of promotional activities conducted; Increase in international inquiries/applications
	9.1.2. Secure international accreditation for academic programmes.	Number of programmes with international accreditation; Percentage increase in internationally accredited programmes
	9.1.3. Advertise for foreign students to participate in the TTFPP and other outreach programmes.	Number of foreign students participating in TTFPP and outreach programmes; Year-on-year increase in foreign student participation
	9.1.4. Supervise and monitor international students on mobility, TTFPP and home-stay.	Satisfaction rate of international students; Retention rate of international students
	9.1.5. Increase international student enrolment using virtual platforms.	Percentage increase in international student enrolment; Number of countries represented in student body
	9.1.6. Promote the use of the UDS International Virtual Visiting Lecturers Platform	Number of international lecturers using the platform; Student satisfaction with virtual lectures
	9.1.7. Organize annual cross-cultural events among students/ staff of the	Number of cross-cultural events organized; Participation rate in cross-cultural events

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	University	
	9.1.8. Facilitate international students visit to their respective Embassies.	Number of embassy visits facilitated; Student satisfaction with embassy visit support
	9.1.9. Increase collaboration with foreign universities in our priority areas.	Number of new international university collaborations; Number of joint research/academic projects
9.2. Strengthen and reposition research and grants units	9.2.1. Organise periodic grantsmanship training for staff	Number of grantsmanship training sessions conducted; Percentage of staff trained in grantsmanship
	9.2.2. Consolidate grants management, implementation and monitoring	Implementation of centralized grants management system; Improvement in grant utilization rate
	9.2.4. Create a grants and research repository for staff accessibility	Implementation of grants/research repository; Usage rate of repository by staff
	9.2.5. Identify universities ready to collaborate in the sub region and globally in responding to grant calls	Number of potential collaborating universities identified; Number of joint grant applications submitted
	9.2.6. Support grantees in the implementation of projects	Number of grantees receiving implementation support; Success rate of supported projects
	9.2.7. Link staff to international conference grants and participation.	Number of staff participating in international conferences; Amount of conference grants secured
	9.2.8. Award points to grantees in university promotion	Implementation of grant-based promotion points system; Increase in grant applications

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		from staff
9.3. Increase enrolment of international students	9.3.1. Organize international open day for potential applicants.	Number of international open days organized; Number of attendees at open days
	9.3.2. Participate in educational fairs at the regional and international levels.	Number of educational fairs participated in; Number of prospective students engaged at fairs
	9.3.3. Leverage on VCG overseas office to promote the University’s programmes.	Number of promotional activities through VCG office; Increase in applications from VCG-targeted regions
	9.3.4. Advertise programmes in Higher Education brochures and bulletins.	Number of advertisements placed; Reach of advertisements
	9.3.5. Provide information about the University to Embassies and Consulates.	Number of Embassies/Consulates provided with university information; Inquiries received through diplomatic channels
	9.3.6. Update the University’s digital platforms regularly.	Frequency of digital platform updates; User engagement rate on digital platforms
	9.3.7. Designate a hostel for international students	Establishment of international student hostel; Occupancy rate of international student hostel
9.4. Strengthen Collaborations and Partnerships	9.4.1. Maintain active communication with existing partner institutions	Frequency of communication with partners; Number of active partnerships maintained
	9.4.2. Provide information on areas of cooperation with other institutions to staff and students.	Number of information sessions held; Staff/student awareness of cooperation opportunities
	9.4.3. Identify and establish partnership	Number of new partnership opportunities

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	opportunities	identified; Number of new partnerships established
	9.4.4. Sign up to existing and emerging international University portals for potential partnership opportunities.	Number of international university portals joined; Number of partnerships leads generated through portals
	9.4.5. Identify and collaborate with Centres of Excellence.	Number of collaborations with Centres of Excellence; Impact of collaborations on research output
	9.4.6. Explore partnership opportunities with industry.	Number of industry partnerships established; Value of industry-sponsored research/projects

GOAL 10: Enhanced Total Quality Management

OBJECTIVES	ACTIVITIES	KPIs
10.1 Expand the mandate of quality assurance to encompass all systemic processes	10.1.1 Review the policies, rules and regulations governing quality assurance	Completion of policy review; Number of policies updated to reflect expanded quality assurance mandate
	10.1.2. Strengthen the capacity of the Directorate of Academic Planning and Quality Assurance	Increase in staff capacity (training, resources) of the Directorate; Improvement in quality assurance outcomes
	10.1.3. Expand quality assurance activities to cover non-academic processes	Number of non-academic processes covered by quality assurance; Improvement in efficiency of non-academic process
10.2. Institute regular orientation and training programmes for students and staff on the need and practice of quality assurance	10.2.1. Organise orientation on quality assurance to students.	Percentage of students attending quality assurance orientation; Student understanding of quality assurance principles
	10.2.2. Organise regular training on quality assurance for newly recruited staff.	Percentage of new staff trained in quality assurance; Staff competency in quality assurance practices
	10.2.3. Incorporate quality assurance practices in teaching and learning.	Number of courses incorporating quality assurance practices; Improvement in teaching quality ratings
	10.2.4. Organise periodic refresher training for all staff.	Frequency of refresher trainings; Percentage of staff attending refresher trainings
10.3. Ensure quality teaching, research	10.3.1. Recruit qualified academic,	Percentage of staff meeting or exceeding

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and services	administrative and professional staff.	qualification requirements; Staff retention rate
	10.3.2. Adhere to guidelines and reports from regulatory bodies.	Compliance rate with regulatory guidelines; Number of positive regulatory reviews
	10.3.3. Implement recommendations from staff / programme evaluation reports.	Percentage of recommendations implemented; Improvement in subsequent evaluation scores
	10.3.4. Provide adequate teaching and learning resources.	Student-to-resource ratio (e.g., computers, books); Student satisfaction with learning resources
	10.3.5. Provide staff with feedback from evaluation reports	Frequency of feedback provided; Staff satisfaction with feedback process
10.4. Produce quality products to meet market/ industry demands	10.4.1. Admit only qualified applicants	Average entry qualifications of admitted students; First-year retention rate
	10.4.2. Enhance hands-on training with industry	Number of industry partnerships for training; Student satisfaction with industry training
	10.4.3. Institute tracer studies	Completion rate of tracer studies; Employment rate of graduates within 6 months
10.5. Establish a university-wide Monitoring & Evaluation system	10.5.1. Develop a monitoring and evaluation policy	Completion and approval of M&E policy; Stakeholder satisfaction with M&E policy
	10.5.2. Ensure the conduct of periodic staff performance appraisal	Frequency of staff appraisals; Percentage of staff receiving timely appraisals
	10.5.3. Institute professional peer review processes	Implementation of peer review system; Number of peer reviews conducted annually
	10.5.4. Encourage staff to undergo	Percentage of staff participating in CPD;

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	continuous professional development (CPD)	Average hours of CPD per staff member annually
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7.0. SUSTAINABILITY OF THE PLAN

The long-term sustainability of this Strategic Plan is paramount to the University for Development Studies' continued growth and impact. To ensure the enduring success of our initiatives, we have developed a comprehensive sustainability framework:

7.1 Financial Sustainability

- Diversification of income streams, including research grants, endowments, and innovative partnerships.
- Implementation of cost-effective measures and resource optimization strategies.
- Development of a robust financial forecasting and risk management system.

7.2 Human Resource Sustainability

- Investment in continuous professional development programmes for staff.
- Implementation of succession planning for key positions.
- Cultivation of a culture that attracts and retains top talent.

7.3 Environmental Sustainability

- Integration of sustainable practices across all university operations.
- Development of green infrastructure and adoption of renewable energy solutions.
- Promotion of sustainability research and education.

7.4 Institutional Sustainability

- Regular review and adaptation of governance structures to ensure efficiency.
- Strengthening of alumni networks and industry partnerships.
- Continuous improvement of quality assurance mechanisms.

7.5 Community Sustainability

- Deepening engagement with local communities through outreach programmes.
- Ensuring the relevance of academic programmes to societal needs.
- Fostering entrepreneurship and innovation to contribute to regional development.

By focusing on these key areas, UDS aims to create a resilient foundation that will support the achievement and maintenance of our strategic goals beyond the plan's timeframe.

8.0. CONCLUSION

As we embark on this ambitious journey outlined in our 2024-2030 Strategic Plan, we do so in a rapidly evolving higher education landscape. The proliferation of tertiary institutions, coupled with changing funding paradigms and technological advancements,

presents both challenges and opportunities for the University for Development Studies.

This Strategic Plan is our roadmap to not only navigate these changes but to emerge as a leader in innovative, development-oriented education. It reaffirms our commitment to:

- Enhancing our governance systems for greater efficiency and responsiveness.
- Strengthening our financial base through diversification and strategic resource management.
- Bridging infrastructure gaps to create a world-class learning environment.
- Leveraging cutting-edge ICT to support teaching, research, and administration.
- Investing in our human capital to drive innovation and excellence.
- Expanding our community-based programmes to generate practical knowledge for development.
- Fostering international collaborations aligned with global development goals.
- Cultivating an entrepreneurial mindset in our graduates to drive national progress.

This plan is the result of extensive stakeholder engagement and represents our collective vision for UDS. Its success hinges on the renewed commitment and collaborative effort of our entire university community. By diligently implementing these strategies, we are confident that UDS will strengthen its position as Ghana’s most innovative university and a beacon of development-oriented education in Africa.

As we move forward, we embrace the challenges ahead with enthusiasm, knowing that each step brings us closer to our vision of becoming a world-class centre of practical education, innovative research, and impactful community engagement. Together, we will transform UDS into an institution that not only adapts to the future but shapes it, contributing significantly to national and global development.

REFERENCES

1. University for Development Studies Strategic Plan, UDS Strategic Plan (2017-2023).