UNIVERSITY OF GHANA

A FIVE-YEAR REGIONALISATION STRATEGY FOR THE UNIVERSITY OF GHANA (2023-2027)

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LIST OF REFERENCES

UG - University of Ghana

ACES - African Centres of Excellence

IPO - International Programmes Office

OIA - Office of Institutional Advancement

UGCS - University of Ghana Computing Systems

AQAU - Academic Quality Assurance Unit

PADA - Pan-African Doctoral Academy

HRODD - Human Resource and Organisational Development Directorate

WAGMC - West Africa Genetic Medicine Centre

VICE-CHANCELLOR'S MESSAGE: PROF. NANA ABA APPIAH AMFO

As the premier university in the country, the University of Ghana (UG) has upheld academic excellence for the past 75 years. It has been consistent in providing 75 years of groundbreaking research and quality training of human capital. It has nurtured great minds for national and global development. UG has been recognised by globally acclaimed higher education ranking outfits like the Times Higher Education, Cybermetrics Lab and Centre for World University Rankings as a higher education leader in the sub-region with the potential to attain its vision of becoming a world-class, research-intensive university in no time.

University of Ghana has made significant strides from when it started out as the University College of the Gold Coast to today when it continues to offer a range of undergraduate and graduate programmes to serve the human capital needs of our continent. It is now a household name; the first-choice destination for both high school leavers and graduate students. It has formidable faculty who are authorities on various issues of national and continental concern, and it attracts some of the world's best researchers, committed administrators and professionals.

While UG has chalked significant levels of success in the higher education space in Ghana, its ambition of becoming an engaged university of world-class status requires that it consolidates its gains in the country and strengthens its reach on the continent. It is within this context that the University considers the development of an institutional regional strategy to be critical to the successful implementation of its developmental agenda now and in the future.

The development of this strategy ties in with four out of my six key strategic objectives as Vice-Chancellor of (1) reinvigorating impactful research; (2) developing technology-driven and robust processes; (3) leading a vibrant and responsive governance and management system and (4) increasing UG's visibility and hence rankings. It aligns with the University's Internationalisation Strategy that feeds from the much wider Strategic Plan and has the support of University Management for institution-wide implementation.

Professor Nana Aba Appiah Amfo

Vice-Chancellor

EXECUTIVE SUMMARY

The University of Ghana was established in 1948 as Ghana's premier University. It is the oldest and most prestigious of the sixteen public universities in the country and one of the best higher educational institutions on the continent. Given the University's desire to maintain its pride of place as a leading university in the country and bolster its growing popularity on the continent, this document was developed to guide and advance the University's regional engagement efforts.

The strategy was developed through a comprehensive stakeholder consultative process and thorough review of relevant documents including the University's Strategic Plan and Internationalisation Strategy. It provides an overview of the University's regional history and attempts an appraisal of its operational environment vis-à-vis its objectives for regional engagement. In addition to outlining key goals and metrics for measuring the University's regional engagement success, the document provides an implementation plan for the key regionalisation metrics put forward. The strategy was drafted by the ACE Institutional Impact Committee appointed by the Vice-Chancellor and chaired by the Director of Institutional Advancement. It was reviewed by the University Management and approved by the University Council.

The University of Ghana aims to become Africa's foremost institution for regional collaborations that promote cutting-edge research, teaching, and knowledge dissemination. This will be accomplished through diversity, inclusion, enhanced research capacity, educational programmes, the deepening of UG's regional exposure and an increase in the composition of staff and students from the sub-region. Specifically, the University will look to harness and promote strategic regional partnerships and valuable collaborations while attracting regional talent and increasing the proportion of students and staff from Africa.

This Institutional Regional Strategy has been designed to align with the University's strategic priorities of; (1) research; (2) teaching and learning; (3) gender and diversity; and (4) Internal stakeholders and the Vice-Chancellor's key strategic objectives of; (1) reinvigorating research in the applied sciences and humanities; (2) developing technology-driven and robust processes and (3) increasing UG's visibility and hence rankings. It embodies what UG aims to be known for and thus possesses the potential to get it closer to its goal of becoming an engaged world-class, research-intensive university that is increasingly relevant to national and global development through cutting-edge research as well as high quality teaching and learning.

SECTION I

INTRODUCTION

1.1 The University of Ghana's Regional History

The University College of the Gold Coast which later became University of Ghana (UG) was established in 1948 to cater to the growing demand for higher education in West Africa. It is administered through a central administration which includes a collegiate system comprised of four colleges, a School of Graduate Studies, an International Programmes Office (IPO) and several research institutes and centres for learning and research. The University currently has a student population of about 75,000 students out of which 581 are regional students coming from 37 countries in Africa. These countries include Angola, Benin, Burkina-Faso, Cameroon, Ethiopia, Gambia, Kenya, Liberia, Mozambique, Nigeria, South Africa, Uganda, and Zimbabwe.

Over the years, UG has made significant strides towards regionalisation. This has resulted in the establishment of regional initiatives in teaching and learning and a more diverse student and staff population. In 1972, the Regional Institute of Population Studies (RIPS) was established. Since then, other regionalisation initiatives have been introduced including the African Economic Research Consortium (AERC). The AERC has run a collaborative master's and PhD in Economics that was designed to provide graduates from across the continent with both international and deep-seated knowledge of African economies. At the University of Ghana, the Economic Policy Management Programme sponsored by the African Capacity Building Foundation (ACBF) has also offered postgraduate training to citizens in Anglophone West Africa with the requisite experience in economic policy.

Furthermore, with the support of the Partnership for African Social and Governance Research (PASGR), a collaborative Master of Research and Public Policy programme was designed with faculty members from sixteen universities in nine countries across the sub region. This programme has been offered in several universities across the sub region, including the University of Ghana. Other regional initiatives that promote scholarship in Africa include the African Regional Postgraduate Programme in Insect Science (ARPPIS), the African Research Universities Alliance (ARUA) and the UG Pan-African Doctoral Academy (PADA) established by the University of Ghana.

In 2014, efforts aimed at supporting regional specialisation in specific fields among participating universities in Africa resulted in the creation of the Africa Higher Education Centres of Excellence (ACE) Project. This is a World Bank sponsored initiative designed to grow postgraduate programmes in Science, Technology, Engineering, Mathematics, Environment, Agriculture, Applied Social Science/Education and Health. As of 2022, across the continent, 43 ACEs have been established. At the University of Ghana, there are three of such Centres: The West African Centre for Cell Biology of Infectious Pathogens (WACCBIP), the West African Centre for Crop Improvement

(WACCI) and the West African Genetic Medicine Centre (WAGMC). Together, they have trained hundreds of postgraduate students from over twenty countries in Africa.

The University has to date entered into about 530 international partnership agreements and collaborations involving 500 institutions in 70 countries across the globe. 22 out of the 70 countries are African and include 11 countries from West Africa: 9 countries from Central, East and South Africa and 1 country from North Africa.

The University was ranked first in Ghana, 11th in Sub-Saharan Africa and 1,121 in the world by a 2022 Webometric Ranking and classified as one of the 20 best Universities in Africa by the 2022 QS World University Rankings: making UG the only University in West Africa to be so classified.

Group Photograph taken after second session of Stakeholder Consultation

SECTION II

CURRENT CONTEXT FOR UG'S REGIONAL ENGAGEMENT

This section presents the current state of UG's regional engagement efforts in respect of its internal capacities and challenges, opportunities, and risks it faces. The main issues are discussed under the following themes.

2.1 Strengths
2.1.1 Strong Brand Reputation
The University of Ghana is one of the renowned universities in Africa, with reputable track records of excellence in teaching, learning and research. This strong brand reputation clearly underscores UG's position as an institution of choice, which is highly sought after globally. The University has over 530 international partnership agreements and collaborations with about 500 institutions in 70 countries worldwide, with the United States and United Kingdom having the most partnerships and Nigeria, South Africa, Kenya, Liberia, Gabon, and Namibia leading the pack within the sub region.

2.1.2 Alumni Network Capital
The University boasts of a strong alumni network capital both at home and abroad. This affords us the ability to access an extensive network of intellectuals and professionals, as well as personal relationships that span the world. Alumni domiciled in countries within the sub region can help drive regional student recruitment initiatives while increasing the University's visibility on the Continent. Currently, the University has eight established alumni associations across the world. They are the University of Ghana Alumni Association (UGAA) in Ghana, UG Alumni Association North America (UGAANA), UG Alumni Association United Kingdom and Ireland (UGAA UK & IE), UG Alumni Association Liberia (UGAAL), UG Alumni Association Gambia (UGAAG), UG Alumni Association Sierra-Leone (UGAA-SL) and UG Alumni Association Nigeria (UGAAN).

2.1.3 Regionalisation-Enabling Institutional Structures
The University has well-established institutional structures that support its regional engagement efforts. The growth and value of the role of the International Programmes Office (IPO) over time is a good example of the structural commitment to regionalisation. Other structural advancements enabling regionalisation include the establishment of Office of Research, Innovation and Development (ORID), Institutional Research and Planning Office (IRPO), and Office of Institutional Advancement (OIA) as well as the various research institutions, such as the Institute of Statistical, Social and Economic Research (ISSER), Noguchi Memorial Institute for Medical Research (NMIMR), Institute

of African Studies (IAS), and the three World Bank Africa Centres of Excellence: West Africa Centre for Cell Biology and Infectious Pathogens (WACCBIP), West Africa Centre for Crop Improvement (WACCI) and the West Africa Genetic Medicine Centre (WAGMC).

2.2 Weaknesses

2.2.1 Low Visibility

Despite the strides made by the University of Ghana in the sub region and the consolidated recruitment efforts of the International Programmes Office, the University's visibility among students, parents, educators, etc. within the sub region remains very low. Not many students looking to pursue higher education outside their home countries have adequate knowledge about the University of Ghana or what it has to offer. Increasing awareness about why the University of Ghana should be the destination for higher education in Africa is critical to attaining its goal of increased regional engagement.

2.2.2 Budgetary Constraints

While there are several initiatives that the University of Ghana can implement to expand its footprint on the continent, budgetary constraints have made it almost impossible to pursue some of these initiatives. Recruiting regional students requires some investment which current budgetary constraints make difficult to achieve. The Vice-Chancellor's key strategic objective of strengthening traditional revenue streams and expanding alternative income sources would provide resources to meet UG's institutional needs.

2.3 Opportunities

2.3.1 Increased Regional Focus for Higher Education

There is an increasing demand for universities in the sub region to focus internally to strengthen their brands and exploit the opportunities available on the Continent before looking to compete in the much bigger, global higher education market. This has resulted in a variety of opportunities opening for universities on the continent to take advantage of.

2.3.2 Ghana's Affiliation to Pan-Africanism

Ghana's role in the Pan-Africanism movement has made it popular in the sub region and beyond. As Ghana's premier University and the largest public University in the country, the University of Ghana can benefit from this reputation as it aims to attract regional students interested in learning more about the continent, its people, and cultures among other things.

2.4 Threats

2.4.1 Competition

With more and more higher education institutions springing up on the Continent, the competition to attract and retain the best talent, regional students and even funding opportunities for researchers has become stiffer. This situation could pose a threat to UG achieving her goals for regionalisation.

SECTION III

VISION AND MISSION FOR REGIONALISATION

3.1 Vision
To become Africa's foremost institution for regional collaborations that promote cutting-edge research, teaching, and knowledge dissemination.

3.2 Mission
To promote University of Ghana's regional impact through diversity, inclusion, enhanced research capacity, educational programmes, and deepening the regional exposure and composition of staff and students.

3.3 Principles of Engagement
We shall engage with partners within the African sub-region in a way that promotes human development in a progressive and mutually beneficial manner. Our core values translated into value statements will guide us to achieve our vision and mission for regionalisation. These are:

- **Integrity:** We demand the highest standards of ourselves to earn the trust of others.

- **Diversity and Inclusiveness:** We embrace varied perspectives and provide equal opportunities for all.

- **Equity in Partnerships:** We demonstrate and demand fairness and impartiality in our relationships.

SECTION IV

REGIONALISATION GOALS

Within a planning horizon of five (5) years (2023-2027), the University of Ghana seeks to achieve three (3) principal goals. The three (3) goals aim to position University of Ghana as a leading University on the African Continent and a regional higher education destination of choice. These goals are:

1. To harness and promote strategic regional partnerships and valuable collaborations between the University and institutions in Africa.

2. Increase the proportion of students from Africa.

3. To attract top-tier regional talent.

SECTION V

STRATEGIC PRIORITIES

5.1 Develop Strategic Equitable Partnerships across Africa
5.1.1 Preamble
Strategic partnerships provide institutions with a wider pool of resources, knowledge, and experience. Along with research opportunities and cross-cultural awareness, partnerships including study abroad programmes and staff exchanges provide opportunities for students and staff to grow intellectually. It is in this light that the University of Ghana, riding on the back of its strong brand, considers partnerships as the heart of its regionalisation strategy.

5.1.2 Objective
To engage with institutions in Africa to build strategic, equitable and sustainable partnerships that would enhance our capacity for cutting-edge research, teaching, and learning and consolidate our status as a leading university on the continent.

5.1.3 Key Actions
The University of Ghana will implement activities geared at harnessing and promoting strategic regional partnerships and valuable collaborations between the University and priority institutions in Africa. These activities will border around the University's three-pronged mandate of research, teaching and learning and will include:

5.1.3.1 Promoting regional research collaborations aimed at providing solutions to pertinent issues on the continent.

5.1.3.2 Enabling faculty exchange programmes with selected institutions within the sub-region.

5.1.3.5 Promoting the regionalisation of curriculum and pedagogy.

5.1.3.6 Cultivating strong links with key external stakeholders that promote and fund regional knowledge transfer.

5.2 Strengthen UG's Regional Student Recruitment Strategy

5.2.1 Preamble

Enrolment of regional students promotes a diverse campus environment which enhances cultural experiences at universities while creating income generating opportunities necessary for growth and development. It also leads to sustained progress and positively impacts rankings in international league tables.

5.2.2 Objective

To increase the proportion of international students from Africa and offer them a holistic learning experience that combines diverse methods of teaching, learning, research, and extra curricula activities.

5.2.3 Key Actions

The University of Ghana will implement activities geared at increasing regional student enrollment. These activities will include:

5.2.3.1   Streamlining and optimising the recruitment and admissions processes for regional students.

5.2.3.2   Ensuring a multilingual, user-friendly, and up-to-date website, ensuring that it is re-purposed from being intranet focused to becoming a marketing tool that is targeted at attracting regional students.

5.2.3.3   Promoting online and virtual learning offers to our prospective international students, especially at the graduate level through a comprehensive distance education programme. This is to ensure that UG increasingly moves towards providing education at the doorstep of international students.

5.2.3.4   Leveraging alumni groups across the sub-region to engage with potential students, parents, and educators in their countries to ramp up interest in UG among potential regional students.

5.3 Strengthen UG's Regional Staff Recruitment and Retention Efforts

5.3.1 Preamble

The University's world-class research-intensive strategy calls for the recruitment of top-tier academic and non-academic employees from within the sub region, who, in addition to leading the University's regional activities, can have a substantial impact on its regional and global standing.

5.3.2 Objective

To increase the proportion of academic and non-academic employees from within Africa and to make UG a competitive employer of top-tier regional faculty and administrative staff.

5.3.3 Key Actions

The University of Ghana will implement activities geared at increasing the proportion of top-tier academic and non-academic employees from within Africa. These activities will include:

5.3.3.1   Developing and implementing a comprehensive strategy for recruiting experienced regional academic and non-academic staff.

5.3.3.2   Digitising the recruitment process for staff from within Africa and beyond.

5.3.3.3   Facilitating the return and employment of regional academics outside of Africa.

5.3.3.4   Strengthening staff exchange programmes with other top-ranking universities in priority countries within Africa.

5.3.3.5   Developing policies and strategies of engaging regional post-doctoral fellows.

SECTION VI

IMPLEMENTATION PLAN

6.1 Priority 1: Develop Strategic Equitable Partnerships across Africa

Key Action 1: Promote regional research collaborations aimed at providing solutions to pertinent issues on the continent.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Facilitate the establishment of bilateral and multilateral agreements on research priorities with selected countries in Africa.	Signed Agreements and/or, Memoranda of Understanding with two (2) leading Universities each in five (5) countries on the Continent.	July 2027	ORID, IPO and ACEs
2.	Foster research collaborations between research centres and institutes at UG and selected universities in priority countries	Annual target of 20 'collaborative' peer-reviewed research articles. (Scopus, Web of Science, etc.)	July 2027	ORID, Centres & Institutes
3.	Develop and deploy platforms to facilitate linkages among locally based principal investigators and universities globally	Functional Platform	July 2025	ORID and UGCS
4.	Develop and implement appropriate academia/industry cost-sharing models to fund regional research collaborations.	The UG Regional Research Fund	July 2027	ORID, OIA, Centres & Institutes
5.	Institute preferential research funding for regional collaborations	List of Funded Regional	July 2027	ORID

S/N	Activity	Output	Due Date	Responsible Unit
		Research Collaborations		
6.	Identify key regional networks at the cutting edge of research for partnerships to attract talent to the University of Ghana for collaborations.	Membership of 5 Regional Networks	December 2024	ORID, Centres & Institutes

Key Action 2: Enable faculty exchange programmes with selected institutions within the sub-region.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop a policy for regional faculty exchanges.	Policy Document	December 2024	AQAU, ORID & IPO
2.	Implement a 3 to 6-month practice programme for regional students enrolled on the Pan-African Doctoral Academy (PADA) Programme	250 Regional Students Enrolled.	July 2027	ORID, PADA
3.	Implement short-term mobility arrangements for faculty with selected universities in priority countries within the sub-region.	10 Mobility Arrangements Implemented	July 2027	ORID, IPO
4.	Promote virtual academic mobility experiences.	10 Virtual Mobility Arrangements Implemented	July 2027	AQAU, ORID, UGCS & IPO

Key Action 3: Promote the regionalisation of curriculum and pedagogy.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop programmes grounded in our indigenous experience that reflects and responds to	10 New Academic Programmes	July 2025	Academic Departments

S/N	Activity	Output	Due Date	Responsible Unit
	diverse and emerging regional issues.			
2.	Promote joint/dual degree programmes and Collaborative Online International Learning (COIL) programmes with partner institutions that support mutual student learning outcomes.	5 Joint/Dual Degree Programmes and 10 COIL Developed and Delivered.	July 2027	Academic Departments, Academic Affairs Directorate (AAD), IPO & UGCS
3.	Implement joint supervision arrangements with selected universities in priority countries within Africa.	10 Joint Supervision Arrangements	July 2027	Academic Departments & AAD

Key Action 4: Cultivate strong links with key external stakeholders that promote and fund regional knowledge transfer.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop policy to guide external stakeholder engagement for the promotion and funding of regional knowledge transfer.	Policy Document	December 2024	ORID, OIA & IPO
2.	Identify and engage with relevant external stakeholders.	Up-to-date Stakeholder Database	July 2027	ORID & OIA
3.	Deploy resources from external stakeholders towards the promotion and funding of regional knowledge transfer.	Cash and In-kind Funding Secured from 5 External Stakeholders	July 2027	ORID, Centres & Institutes

6.2 Priority 2: Strengthen UG's Regional Student Recruitment Strategy
Key Action 1: Streamline and optimise the recruitment and admissions processes for regional students.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Ensure a multilingual, user-friendly, and up to date website.	Fully Functional Multi-Lingual Website	July 2025	UGCS
2.	Integrate varied payment platforms on application sites.	Integrated Payment APIs on Website	December 2025	UGCS, Finance
3.	Allow for concurrent applications for financial support while applying for admission.	Financial Aid Opportunities Linked to Admission Application	December 2024	UGCS, Student Financial Aid Office
4.	Provide an online assistive service for applicants like a live chat for the website or hotline.	Online Assistive Service API	July 2025	UGCS, AAD

Key Action 2: Ensure a multilingual, user-friendly, and up-to-date website.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Ensure the translation of existing website content into French.	Fully Functional Multilingual Website	July 2025	UGCS
2.	Appoint a multilingual website administrator to update content regularly.	Appointed Multilingual Website Administrator	July 2025	UGCS

Key Action 3: Promote online and virtual learning offers to prospective regional students, especially at the graduate level, through a comprehensive distance education programme.

S/N	Activity	Output	Due Date	Responsible Unit

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop and roll-out online/virtual certificate, degree and distance learning programmes targeted at regional students	15 Online Programmes	July 2027	UGCS, AAD, AQAU, Academic Departments.
2.	Promote online/virtual certificate, degree, and distance learning programmes to prospective regional students for enrollment.	1000 Regional Students Enrolled of which 300 are postgraduate students	July 2027	Public Affairs Directorate (PAD), IPO

Key Action 4: Leverage alumni groups across the sub-region to engage with potential students, parents, and educators in their countries to ramp up interest in UG among potential regional students.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Establish alumni groups in five of UG's priority countries in Africa.	5 Fully Functional Alumni Groups	December 2023	OIA
2.	Develop and Implement school reach-out programmes for alumni to contribute to student recruitment efforts in their countries.	25 school reach-out programmes	July 2027	OIA
3.	Leverage alumni group executive committees to serve as onsite POCs (points of contact) in priority countries.	Report(s) on Alumni Group Engagements	July 2027	OIA, IPO

6.3 Priority 3: Strengthen UG's Regional Staff Recruitment and Retention Efforts
Key Action 1: Develop and implement a comprehensive strategy for recruiting experienced regional academic and non-academic staff.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop and implement a strategy for recruiting	Strategy Document	July 2025	HRODD, IPO

	experienced regional academic and non-academic staff.			

Key Action 2: Digitise the recruitment process for staff from within Africa and beyond.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Review existing recruitment process and provide recommendations to streamline and optimise the process for regional recruitment.	Review Report	July 2024	HRODD, IPO
2.	Implement recommendations for optimising and digitising recruitment processes for regional faculty and staff.	Report(s) on Implemented Recommendations	December 2025	HRODD, IPO

Key Action 3: Facilitate the return and employment of regional academics outside of Africa.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Identify and engage with top-tier academics from within the sub-region based outside of the Continent	Database of Academics to be Engaged	July 2025	ORID; Academic Departments; Centres and Institutes
2.	Facilitate the return and/or employment of regional academics based outside of Africa.	15 Regional Academics	July 2027	ORID; Academic Units

Key Action 4: Strengthen staff exchange programmes with other top-ranking universities in priority countries within Africa.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Implement staff exchange programmes with leading universities in priority countries	10 staff exchanges implemented	July 2025	ORID; Academic Departments; Centres and Institutes

Key Action 5: Develop policies and strategies to engage regional post-doctoral fellows.

S/N	Activity	Output	Due Date	Responsible Unit
1.	Develop regional post-doctoral fellow engagement programme	Strategy Document	September 2024	ORID; Academic Departments; Centres and Institutes
2.	Implement regional post-doctoral fellow engagement strategy	25 Regional Post-doctoral Fellows.	July 2027	ORID; Academic Departments; Centres and Institutes

SECTION VII

MONITORING AND EVALUATION PLAN

This section details the monitoring and evaluations arrangements. Within the planning horizon, the monitoring and implementation arrangement will be based on the following activities: (1) Annual programme of work; (2) Annual Performance review; (3) Annual Monitoring review; (4) Midterm evaluation; and (5) Terminal evaluation.

7.1 Responsibility Matrix
The goals and objectives in this plan will be the responsibility of the following internal stakeholders in the table below.

Goal	Internal stakeholders	Rate of monitoring and evaluation	Means of verification
Develop Strategic Equitable Partnerships across Africa	Senior Management & Unit Heads	Continuous	Report
Strengthen UG's Regional Student Recruitment Strategy	-do --	-do --	-do --
Strengthen UG's Regional Staff Recruitment and Retention Efforts	-do --	-do --	-do --

In addition to the continuous monitoring by senior management and unit heads, a review committee would be constituted by the Vice-Chancellor to evaluate the implementation of the strategy. The committee will do an evaluation each year until 2027. A report on the annual evaluation exercise would be submitted to management for review and further action.

SECTION VIII

BUDGET

8.1 Introduction

The proposed cost of implementing the plan is presented in this budget with corresponding notes and assumptions.

8.2 Priority1: Develop Strategic Equitable Partnerships across Africa

Key Action 1: Promote cross-border research aimed at providing solutions to pertinent issues on the continent.

Activities	Output	Budget (USD)	*Notes*
Facilitate the establishment of bilateral and multilateral agreements on research priorities with selected countries in Africa.	Signed Agreements and/or MOUs in two (2) universities each in five (5) countries in the subregion by July 2027	20,000	*Travel to engage with potential partners & to sign MOUs and Agreements*
Foster research collaborations between research centres and institutes at UG and selected universities in priority countries.	At least 100 publications in international peer-reviewed journals by July 2027	10,000	*To finance the facilitation of regional research collaborations. This does not include direct funding for research activities.*
Develop and deploy platforms to facilitate linkages among locally based principal investigators and universities globally	Platform deployed and in full use for research collaboration by July 2025	20,000	*To finance the cost of developing the platform.*

Activities	Output	Budget (USD)	Notes
Develop and implement appropriate academia/industry cost-sharing models to fund regional research collaborations.	The UG Regional Research Fund set up and funds to the tune of at least $50,000 disbursed by July 2027	5,000	*To finance the launch and fundraising efforts for the fund.*
Institute preferential research funding for regional collaborations	List of Funded Regional Research Collaborations ready by July 2027	1,000	*To finance the process of administering funding to research collaborations.*
Identify key regional networks at the cutting edge of research for partnerships to attract talent to the University of Ghana for collaborations.	Membership of 5 Regional Networks attained by December 2024	7,000	*To pay for membership fees.*

Key Action 2: Enable faculty exchange programmes with selected institutions within the sub-region.

Activities	Output	Budget (USD)	Notes
Develop a policy for regional faculty exchanges.	Policy Document developed by December 2024	5,000	*To finance meetings and related allowances.*
Implement a 3 to 6-month practice programme for regional students enrolled on the Pan-African Doctoral Academy (PADA) Programme	Report(s) on Implemented Practice Programme submitted by July 2027	30,000	*To finance implementation of the practice programme.*

Implement short-term mobility arrangements for faculty with selected universities in priority countries within the sub-region.	10 Mobility Arrangements by July 2027	30,000	*To support travel and other related costs of short-term mobility arrangements.*
Promote virtual academic mobility experiences.	10 Virtual Academic Mobility Experiences	10,000	*To finance the IT infrastructure to facilitate virtual mobility.*

Key Action 3: Promote the regionalisation of curriculum and pedagogy.

Activities	Output	Budget (USD)	*Notes*
Develop programmes grounded in our indigenous experience that reflects and responds to diverse and emerging regional issues.	10 New Academic Programmes developed by July 2025.	5,000	*To finance meetings and related allowances.*
Promote joint/dual degree programmes and Collaborative Online International Learning (COIL) programmes with partner institutions that support mutual student learning outcomes.	5 Joint/Dual Degree Programmes & 10 COIL Programmes fully rolled out by July 2027	30,000	*To finance the development and deployment of these programmes.*

Activities	Output	Budget (USD)	Notes
Implement joint supervision arrangements with selected universities in priority countries within Africa.	10 Joint Supervision Arrangements by July 2027	5,000	*To support joint supervision arrangements.*

Key Action 4: Cultivate strong links with key external stakeholders that promote and fund regional knowledge transfer.

Activities	Output	Budget (USD)	*Notes*
Develop policy to guide external stakeholder engagement for the promotion and funding of regional knowledge transfer.	Policy Document developed by December 2024.	5,000	*To finance meetings and related allowances.*
Identify and engage with relevant external stakeholders.	Up-to-date Stakeholder Database available by July 2027	3,000	*To finance stakeholder identification and engagement costs.*
Deploy resources from external stakeholders towards the promotion and funding of regional knowledge transfer.	Report(s) on the Promotion and Funding of Regional Knowledge Transfer submitted by July 2027	3,000	

8.3 Priority 2: Strengthen UG's Regional Student Recruitment Strategy

Key Action 1: Streamline and optimise the recruitment and admissions processes for regional students.

Activities	Output	Budget (USD)	*Notes*
Ensure a multilingual, user-friendly, and up to date website.	Fully Functional Multilingual Website deployed by July 2025	10,000	*To finance the deployment of a multilingual, user-friendly, and up-to-date website.*
Integrate varied payment platforms on application sites.	Integrated Payment APIs on Website by December 2025	10,000	*To finance the purchase of Payment APIs.*
Allow for concurrent applications for financial support while applying for admission.	Financial Aid Opportunities Linked to Admission Application by December 2024	0	
Provide an online assistive service for applicants like a live chat for the website or hotline.	Online Assistive Service API Installed by July 2025	10,000	*To finance the purchase of or subscription of online assistive service.*

Key Action 2: Ensure a multilingual, user-friendly, and up-to-date website.

Activities	Output	Budget (USD)	*Notes*
Ensure the translation of existing website content into French.	Fully Functional Multilingual Website deployed by July 2025	2000	*To finance the translation of website content*

Appoint a multi-lingual website administrator to update content regularly.	Multilingual Website Administrator appointed by July 2025	10,000	*To finance the purchase of Payment APIs.*
Allow for concurrent applications for financial support while applying for admission.	Financial Aid Opportunities Linked to Admission Application by December 2024	0	
Provide an online assistive service for applicants like a live chat for the website or hotline.	Online Assistive Service API Installed by July 2025	10,000	*To finance the purchase of or subscription of online assistive service.*

Key Action 3: Promote online and virtual learning offers to prospective regional students, especially at the graduate level, through a comprehensive distance education programme.

Activities	Output	Budget (USD)	*Notes*
Develop and roll-out online/virtual certificate, degree and distance learning programmes targeted at regional students.	10 Online programmes developed and rolled out by September 2025	10,000	*To finance the development and deployment of new online programmes.*
Promote online/virtual certificate, degree, and distance learning programmes to prospective regional students for enrollment.	300 regional students by July 2027	5000	*To finance promotional activities*

Key Action 4: Leverage alumni groups across the sub-region to engage with potential students, parents, and educators in their countries to ramp up interest in UG among potential regional students.

Activities	Output	Budget (USD)	Notes
Establish alumni groups in five of UG's priority countries in Africa.	Fully functional alumni groups established in 5 priority countries by December 2023.	30,000	*To finance travel for alumni engagement and launch events.*
Develop and Implement school reach-out programmes for alumni to contribute to student recruitment efforts in their countries.	25 school reach-out programme submitted by July 2027	5000	*To finance promotional materials to be shared during school reach-out programmes.*
Leverage alumni group executive committees to serve as onsite POCs (points of contact) in priority countries.	Report(s) on alumni engagements submitted by July 2027	0	

8.4 Priority 3: Strengthen UG's Regional Staff Recruitment and Retention Efforts

Key Action 1: Develop and implement a comprehensive strategy for recruiting experienced regional academic and non-academic staff.

Activities	Output	Budget (USD)	*Notes*
Develop and implement a strategy for recruiting experienced regional academic and non-academic staff.	Strategy document developed by July 2025	5,000	*To finance meetings and other related allowances.*

Key Action 2: Digitise the recruitment process for staff from within Africa and beyond.

Activities	Output	Budget (USD)	*Notes*
Review existing recruitment process and provide recommendations to streamline and optimise the process for regional recruitment.	Review Report submitted by July 2024	5000	*To finance meetings and other related allowances.*
Implement recommendations for optimising and digitising recruitment processes for regional faculty and staff.	Report(s) on Implemented Recommendations submitted by December 2025	10,000	*To finance the implementation of recommendations.*

Key Action 3: Facilitate the return and employment of regional academics outside of Africa.

Activities	Output	Budget (USD)	Notes
Identify and engage with top-tier academics from within the sub-region based outside of the Continent.	Database of Academics submitted by July 2025	1,000	.
Facilitate the return and/or employment of regional academics based outside of Africa.	Academic Engagement Arrangements finalised by December 2027	20,000	*To finance academic engagement arrangements.*

Key Action 4: Strengthen staff exchange programmes with other top-ranking universities in priority countries within Africa.

Activities	Output	Budget (USD)	Notes
Implement staff exchange programme	10 Staff Exchanges by July 2025	15,000	*To finance travel and other related costs*

Key Action 5: Develop policies and strategies to engage regional post-doctoral fellows.

Activities	Output	Budget (USD)	Notes
Develop Regional Post-doctoral fellow engagement programme	Strategy Document	1,000	.
Implement Regional Post-doctoral fellow engagement programme	25 regional post-doctoral fellows by July 2027	20,000	*To finance academic engagement arrangements.*

BUDGET SUMMARY

A summary of the budget for the period of implementation is provided in the table below.

Priority 1: Develop Strategic Equitable Partnerships across Africa	
Key Actions	**Amount ($)**
Promote cross-border research aimed at providing solutions to pertinent issues on the continent	63,000
Enable faculty exchange programmes with selected institutions within the sub-region	75,000
Promote the regionalisation of curriculum and pedagogy	40,000
Cultivate strong links with key external stakeholders that promote and fund regional knowledge transfer	11,000
TOTAL	**189,000**
Priority 2: Strengthen UG's Regional Student Recruitment Strategy	
Key Actions	**Amount ($)**
Streamline and optimise the recruitment and admissions processes for regional students.	30,000
Ensure a multilingual, user-friendly, and up-to-date website	22,000
Promote online and virtual learning offers to prospective regional students, especially at the graduate level, through a comprehensive distance education programme	15,000
Leverage alumni groups across the sub-region to engage with potential students, parents, and educators in their countries to ramp up interest in UG among potential regional students.	35,000
TOTAL	**102,000**

Priority 3: Strengthen UG's Regional Staff Recruitment and Retention Efforts	
Key Actions	**Amount ($)**
Develop and implement a comprehensive strategy for recruiting experienced regional academic and non-academic staff	5,000
Digitise the recruitment process for staff from within Africa and beyond	15,000
Facilitate the return and employment of regional academics outside of Africa	21,000
Strengthen staff exchange programmes with other top-ranking universities in priority countries within Africa.	15,000
Develop policies and strategies to engage regional post-doctoral fellows	21,000
TOTAL	**77,000**
GRAND TOTAL	**368000**

SECTION IX

RESEARCH PRIORITIES AND PRIORITY COUNTRIES

The priority countries for the University of Ghana for regional engagement are:

1. Benin
2. Burkina Faso
3. Cameroon
4. Nigeria
5. Senegal
6. South Africa
7. Liberia
8. Sierra-Leone
9. Togo
10. The Gambia

The research priorities for the University of Ghana are:

1. Malaria Research
2. Trans-disciplinary Research into Climate Change Adaptation
3. Enhancing Food Production and Processing
4. Development Policy and Poverty Monitoring and Evaluation

SECTION X

SOURCES OF RESOURCES

The financial, human, and physical resources required to implement this plan would be provided by the University. With a staff population of about 6000 and dedicated offices like IPO, OIA and ORID as well as existing structures to aid the actualisation of UG's regionalisation goals, the human and physical resources required to implement this plan are readily available. The University, however, has very limited financial resources currently available. It has however made a commitment to prioritise investment in its regionalisation agenda while pursuing innovative and aggressive revenue mobilisation measures.

This commitment would come by way of including regionalisation activities in its annual budget, dedicating time, and personnel to sourcing for funds to undertake regionalisation activities and pursuing cost-saving strategies to enable the redeployment of costs saved from certain operational activities to the funding of regionalisation initiatives.

SECTION XI

CONCLUSION

According to the ACE Regional Impact expectations, this regionalization strategy aims to increase the University of Ghana's influence within the subregion. The carefully considered thoughts only go so far as to further the University's vision, paying close regard to regional effects. To accomplish the indicated intended outcomes, deliberate actions must be made in the implementation of strategic action points.

SECTION X

APPENDIX

9.1 Committee Composition

A sub-committee was formed from the ACE Impact Implementation Team to develop the regionalisation strategy. Members of the team reviewed the existing internationalisation strategy and based on data from the desk research conducted on the internationalisation strategy and other existing strategies and policies as well as feedback from broad consultations with internal and external stakeholders developed the strategy. The members are:

1. Prof. Kwasi Dartey-Baah   - Director, Institutional Advancement
2. Mrs. Barbara Blankson   - International Programmes Office
3. Mr. Benjamin Cobblah   - University of Ghana Computing Systems
4. Ms. Adwoa Owusu Abrokwa   - Office of Institutional Advancement
5. Ms. Magdaline Tandoh   - Office of Institutional Advancement
6. Ms. Joy Lamptey   - Office of Institutional Advancement

9.2 Report on Stakeholder Consultation

A REPORT ON THE ONE-DAY STAKEHOLDER CONSULTATION SESSION FOR THE DEVELOPMENT OF UG's INSTITUTIONAL REGIONAL STRATEGY HELD BY THE OFFICE OF INSTUTUTIONAL ADVANCEMENT ON THURSDAY, NOVEMBER 28, 2022, AT THE FIESTA ROYALE HOTEL, ACCRA

Preamble

On Monday, November 28, 2022, the Office of Institutional Advancement (OIA) in partnership with the West African Genetic Medicine Centre (WAGMC), hosted a one-day workshop as part of activities to develop a 3-year Institutional Regional Strategy for the University. This strategy is one of several deliverables required by the World Bank for the University of Ghana to qualify for up to USD 1 million in funding.

The workshop was hosted to allow for broad consultations with internal and external stakeholders. These consultations are a core requirement for the development of the institutional regional strategy.

Introductory Session

In an opening remark, the Director for the Office of Institutional Advancement, Prof. Kwasi Dartey-Baah explained that the development of an institutional regional strategy was the first of five disbursement link indicators which when successfully implemented

would result in UG receiving USD 100,000 from the World Bank. He added that the broad consultation element was very important to the process and asked that participants used the opportunity to share their thoughts on UG's current and proposed future regional positioning efforts.

Following the opening remarks given by Prof. Dartey-Baah, Ms. Adwoa Abrokwa explained the requirements and verification criteria for the development of the strategy and notified participants that virtual consultation sessions had also been arranged to provide varied perspectives on the subject matter. She emphasized the need for stakeholder consultations in the development of the strategy and provided guidelines to guide the consultation sessions and the overall development of the institutional regional strategy.

An overview of the University of Ghana's current internationalisation strategy was also provided by Mrs. Barbara Blankson, a representative of the International Programmes Office (IPO). She noted in her presentation that regionalisation elements have been woven into the University of Ghana's internationalisation strategy. She went on to explain the UG internationalisation strategy's main objectives. These objectives included UG's commitment to create memorable campus experiences for students, encourage staff and student mobility, and promote multilingualism among others.

Consultation Session with Andrew Wigley – University of Cape Town

A 45-minute virtual consultation session, led by Prof. Dartey-Baah, was hosted during the Workshop via Microsoft Teams. In this session, Andrew Wigley from the University of Cape Town shared his thoughts on what he perceived UG's current regionalisation posture to be and his suggestions for UG's future regional engagements.

He pinpointed the UG Brand and the Vice-Chancellor (a young, female African) as being key strengths that should be exploited as UG seeks to expand its regional footprint across the continent. He suggested that going forward, the University looks to position itself as West Africa's higher education leader.

He provided further insights on higher education and regionalisation in Africa and emphasised the need to look inward to the networks of faculty and staff as UG begins to consider collaborating with institutions within the subregion. He added that the quality and global outlook of UG's faculty would help bolster the University's image and make it a destination for students within the subregion. He therefore suggested that UG looks towards developing the capacity of faculty and staff while putting strategies in place recruit international and regional faculty.

Consultation Session with Prof. Eric Osei-Assibey – UG's Dean of International Programmes

In a brief statement on possible regionalisation initiatives, the Dean of the International Programmes Office (IPO), Prof. Eric Osei-Assibey, stated that establishing a strategic,

equitable partnership with universities around Africa should be UG's top priority. He added that to develop this connection, the University of Ghana should concentrate on recruiting regional students, enabling student and staff mobility, and encouraging faculty collaboration in research.

He added that the University's internationalisation strategy already sets out UG's plan for engaging within Africa and beyond. He recommended that attention is paid to various aspects of this strategy in the development of the institutional regional strategy which he opined should be a more focused version of the much broader internationalisation strategy.

Consultation Session with Prof. Charity Angya – Former Vice-Chancellor, Benue State University

A 45-minute virtual consultation session, led by Ms. Adwoa Abrokwa, was hosted during the Workshop via Microsoft Teams. In this session, Prof. Angya from the Benue State University (BSU) shared with participants Benue State University's regionalisation strategy development process. She noted some of the challenges BSU faced during the regionalisation strategy development process and provided recommendations on how the University of Ghana could overcome those challenges. She further explained the need for focus in the development of the strategy and suggested that UG determines priority regions, countries and possibly research areas to guide their regional engagements in the future.

In responding to questions about how the regionalisation strategy should be structures, Prof. Angya advised that the committee developing UG's Regionalisation Strategy look at Prof. Goolam's presentation on the development of institutional regional strategies at the recently concluded virtual support session hosted by the Association of African Universities (AAU).

Consultation Session with Regional Students at the University of Ghana

There was also a student-focused consultation session that had Ms. Selina Kwamini, a Kenyan student with the Regional Institute for Population Studies and Ms. Mpilor S'phephelo Shabangu, a South-African student with the Institute of African Studies provide insights on the experiences of regional students at the University of Ghana. They also shared details on how they came to be students at UG and provided insights on strategies UG could pursue to enroll more regional students as well as engage with alumni within the subregion.

They noted that Ghana's reputation for being a thought leader in Pan-Africanism, the University's brand and the strong brand of some of its centres and institutes like the Regional Institute for Population Studies (RIPS) play a crucial role in the decision by many regional students to opt to study at the University of Ghana. They added that while the International Programmes Office was doing a great job of marketing the

University internationally, it would help if UG's marketing communication focus more on regional students as opposed to focusing on students from other continents.

They agreed that their experience at UG has been good but added that their experience would be better if some support services like health services and cafeteria services are improved. They also mentioned the absence of many societies and volunteer groups like the Red Cross Society, the Girls Guild, etc. and suggested that having more of these groups would help give regional students a rounded experience that is not only academic and hence attract more regional students to the University.

Mention was made of most regional students coming to UG through different scholarship programmes. They suggested that UG would be able to recruit more students if they partner with these programmes and include such opportunities in their marketing endeavour. They added that they would happily recommend the University to their peers back home but also noted that it would be great to see more recruitment initiatives by UG in their home countries.

Consultation with a UG Alumna in Diaspora – Madam Margaret Legend

A 20-minute virtual consultation session, led by Ms. Adwoa Abrokwa, was hosted during the Workshop via Microsoft Teams. In this session, Madam Margaret Legend, a UG alumna based in the United Kingdom shared her perspectives on how the University can consolidate their recruitment and scholarship efforts within the African subregion.

She noted that by developing a range of programmes and undertaking specific research, UG can open itself up to regional collaborations to foster research, teaching and learning among other things.

Input from College Representatives at the Workshop

The College representatives present at the workshop shared their perspectives on UG's current regional engagements efforts and provided recommendations for UG to increase its regional footprint on the continent. They pinpointed what they believed to be UG's strengths, weaknesses, opportunities, and threats with regards to regionalisation and provided focus areas for consideration in the development of the regionalisation strategy. These focus areas include regional collaborations in research, teaching and learning, student and staff mobility and regional student recruitment among others.

In attendance at the workshop were Dr. Enid Owusu, the representative for the College of Health Sciences, Mrs. Joycelyn Boateng, the representative for the College of Education, Mrs. Emelia Nartey, the representative for the Human Resource and Organisational Development Directorate, Mrs. Melissa Nunoo, the Senior Administrator at the West African Genetic Medicine Centre. Three representatives from the Office of Institutional Advancement were also in attendance. They are Ms. Magdaline Tandoh, Ms. Joy Lamptey and Mr. Louis Tettey.

Conclusion

In his closing remarks, Prof. Dartey-Baah thanked all the stakeholders present and requested that the college/unit representatives work with the OIA to ensure that all requirements are fulfilled to enable the University to receive the funds allocated to DLI 7.1. It was also agreed that a draft of the Regionalisation Strategy will be developed and presented to the committee for review before the end of the year.