



UNIVERSITY OF GHANA

Strategic Plan

2014-2024

Strategic Plan

2014 - 2024



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Abbreviations

ACQSDC	Academic Curriculum, Quality and Staff Development Committee
AQAU	Academic Quality Assurance Unit
CITO	Chief Information Technology Officer
HRODD	Human Resource and Organisational Development Directorate
IRPO	Institutional Research and Planning Office
MAPP	Management Accounting Payrolls & Pensions
ORID	Office of Research, Innovation and Development
PAD	Public Affairs Directorate
PDMSD	Physical Development and Municipal Services Directorate
Pro-VC (ASA)	Pro-Vice Chancellor, Academic and Student Affairs
Pro-VC (RID)	Pro-Vice Chancellor, Research, Innovation and Development
SGS	School of Graduate Studies
UGCS	University of Ghana Computing Systems
VC	Vice Chancellor

Preamble



University of Ghana has undergone significant change since it invited a Visitation Panel in 2006 to review its processes, outputs and outcomes in the pursuit of its core mission. The mission of the University in the context of our last strategic plan (2001-2011) has been to produce world-class human resources. Since the University Council accepted most recommendations of the Visitation Panel's report, many changes have taken place in the conduct of the University's business and in its relationship with its different publics, especially its students. The last four years have witnessed a university eager to reform in both structure and function with a view to becoming more effective and efficient in the delivery of its programmes and other activities.

This new strategic plan (2014-2024) is intended to consolidate the gains made from the review of the University's mission and practices and situate these within the context of a very dynamic environment of higher education in Ghana and beyond. It is anticipated that the way the University is funded will change as a result of expected changes in the public financing of education and in the relationship between the University and the Government of Ghana. It is further anticipated that the demand for other services from the University, beyond the training of minds, will grow as research becomes more and more important to African economies and society. The fact that there are many more universities in Ghana and in Africa should influence the way the University plans for its future. The technologies for teaching and doing research have changed considerably in the last decade and will change even faster in the coming decade, and that should influence our planning.

Current and Future Challenges

Until recently, University of Ghana faced two major challenges: the overcrowding of its facilities, both academic and residential, and the inadequacy of teaching faculty. The last decade has seen consistent and systematic effort to address these. Much progress has been made in the development of student housing and in the construction of academic buildings, but there is still a long way to go. Graduate students especially, have difficulty finding campus housing, while other students have poor access to water and regular hygienically prepared meals. Opportunities for students to engage in extra-curricular activities are limited by poor organization. Thus inasmuch as student life has improved, it could be far better.

Significant improvements have also occurred in staff capacity through staff development schemes that have resulted in increases in the number of lecturers with PhDs. Currently 63% of all lecturers have PhD compared to 42% ten years ago. But this is nowhere near the target of 100%. A lot more needs to be done in the area of staff development.

The research output of University of Ghana faculty members is growing steadily, but it remains far less than that of its 'natural' peers in some African countries. The University is taking steps to address this through various initiatives that support the conduct of research and facilitate the publication of findings in high-impact journals and other relevant outlets. The creation of an Office of Research Innovation and Development has led to significant increases in funding for research from various sources, including internally generated funds. The University needs to step up its research profile extensively, and in the process meet the growing research needs of the country and region.



In the area of governance, there was ample evidence from the Visitation Panel report that decision-making at the University was constrained by too many layers and a committee system that had become dysfunctional. While considerable effort has gone into restructuring University management since then, there is still a lot of work to be done in the area of making committees effective and capable of ensuring action through the administrative and management arms of the University. The development of relevant policies to facilitate the management of the University is crucial and their consistent enforcement vital to the effective delivery of the core mandate. Some progress has been made with the decentralization of the University into four colleges and the preparation of policies and regulations for governance and financial management. The same is currently underway for human resource management. There are still significant challenges with an overly bureaucratic university administration.

Making the University financially sound is important. In the last decade the sources of funding to the University have changed significantly. The Government of Ghana remains a major funder but its

support has dropped from being more than 90% of the budget to just over 55% in a decade. The significance of internally generated funds, relying extensively on fees from students, will grow. The challenge will be how to diversify the sources of internally generated funds and reduce the burden on students even as they make a fair contribution. There is therefore the need for a plan on funds mobilization from many different sources.

The physical development of the University is generally associated with careful planning and the high quality structures it yielded in the early stages of its development. Thus, University of Ghana is known for being one of the most beautiful university campuses in the region. These structures are, however, no longer adequate for the growing needs of the University and have to be added to in a carefully planned manner. Future additions to the University's physical assets must be done with a view to ensuring that land resources are not wasted, but used in an environmentally sustainable manner. Indeed the University must preserve its land and the value of its physical assets for centuries to come.

University of Ghana has invested significantly in the expansion of internet connectivity in the last decade. This has indeed improved connectivity significantly, thus allowing our students to have the most extensive student access to the internet in the country. It is important to build on this asset, especially as demand for connectivity increases and the use of new technologies for teaching and research becomes imperative. Developing new ways of interaction between students and faculty make the use of new technologies an essential part of the University's future plans. University of Ghana must continue to expand access to the internet and enhance the use of new technologies in learning, teaching and research.

As the University continues to develop new programmes and attract a more diversified clientele, it has to make adequate preparations for the needs and demands of the growing different interests. There will be varied and changing demands along gender, ethnic, religious and disability lines. This wide set of interests provides rich diversity that must be harnessed and cultivated for future growth and development. Developing the appropriate institutional framework for such harnessing must be a major pre-occupation for this University.

"Some progress has been made with the decentralization of the University into four colleges and the preparation of policies and regulations for governance and financial management."



Developing a Vision

It has become fairly standard for universities around the globe to claim a “world class” vision. It is often not clear what they mean by that. But that should not take away from University of Ghana an ambition to become world class in a real sense. University of Ghana sees “world class” as strongly indicative of a process of transformation over many years as opposed to only a defined status at a given point in time. The University wants to transform itself over time to become a research-intensive university serving the growing needs of Ghana and the rest of the region. Being world class suggests a steadily growing ability to attract some of the world’s best students and researchers to the University. It means greater recognition of the University’s output globally. Being world class also means greater versatility for University of Ghana staff and students. Thus, after extensive consultation, the vision of University of Ghana is presented as becoming a “World Class Research-Intensive University” over the next decade.

Towards a Development Strategy

The main development strategy of University of Ghana to achieve its vision over the plan period is to concentrate work in nine priority areas for which it has developed strategic objectives and will pursue a coordinated set of actions for their achievement. The nine priority areas are a direct response to the key current challenges identified earlier and in anticipation of future challenges and opportunities. The strategy involves carefully planned and monitored sets of investments in key activities with the highest likelihood of generating the outcomes anticipated, as well as well-orchestrated campaigns to encourage attitudinal changes among different stakeholders.

Major pillars of the strategy over the plan period will be as follows:

- Grow the numbers of graduate students, especially at the PhD level, to ensure a ratio of 50:50 (undergraduate/graduate) by the end of the plan period.
- Maintain a total number of regular residential students at not more than 35,000.

- Expand the total number of Distance Education and Accra City Campus students to not more than 20,000.
- Expand significantly the number of faculty members to ensure a decent teacher : student ratio in conformity with national norms and standards.
- Equip all colleges and their constituent units to develop a strong research focus reflected in their incentive structures.
- Expand the physical infrastructure for the delivery of academic programmes.
- Develop the management capabilities of the institution.

“Being world class also means greater versatility for University of Ghana staff and students”

The Planning Process

This strategic plan document is the result of several months of consultation and deliberations with a good cross-section of stakeholders as well as the leadership of the University. It was a critical self-examination process where personal and functional experiences were shared to help the university community and its leadership to challenge the status quo, extract useful insights to guide the ambition to become a world class institution of higher learning.

A series of interactive workshops involving the following constituencies were held:

- Office Bearers (i.e. Provosts, Deans, Directors, Heads of Department).
- Academic Senior Members .
- Administrative/ Professional Senior Members.
- Senior/ Junior Staff.
- Junior Members (i.e. students).

The key outcomes of their deliberations formed the basis of this Strategic Plan. This plan is an indication that the university is consciously defining a future in which it seeks to clearly distinguish itself in areas like research to achieve significant national and international impact. In order to ensure that the implementation of this Plan goes beyond

just major projects and gets translated into the routine activities, the plan highlights key performance indicators and metrics that will be monitored and shared on a regular basis to influence both strategic and operational decision-making.



Our Strategic Compass



Vision

Our vision is to become a “World Class research-intensive University” over the next decade.

Mission

We will create an enabling environment that makes University of Ghana increasingly relevant to national and global development through cutting-edge research as well as high quality teaching and learning.

Core Values

Our core values translated into value statements represent the hallmark of our culture as an institution of higher learning. They will be the enduring tenets that will guide us to achieve our vision and accompanying goals.

INTEGRITY

We will demand the highest standards of ourselves to earn the trust of others.

COMMITMENT

We will be committed to knowledge generation that positively impacts the lives of those within and outside our university community.

RESPECT

We will provide others with a world class experience that demonstrates our value for the diversity and contributions of the members of our community.

LOYALTY

We will demonstrate a strong resolve to give back selflessly to our university.



Our Strategic Priorities

Based on a careful assessment of both its external and internal operating environment the University has identified 9 Strategic priorities, which can best be described as critical success factors essential to achieving its ambition. These priorities represent the first step in translating the broad sense of direction that the vision provides into practical action programs in the implementation process.

RESEARCH

TEACHING & LEARNING

INTERNAL STAKEHOLDERS

GENDER & DIVERSITY

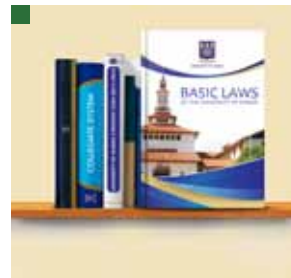
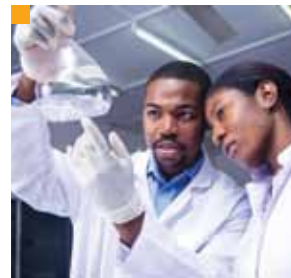
INSTITUTIONAL PROCESSES

FINANCIAL PERFORMANCE

ASSET MANAGEMENT

MONITORING & EVALUATION

EXTERNAL STAKEHOLDERS





1 Frontage of Balme Library

2 Research Commons funded by Carnegie Corporation of New York.

PRIORITY 1

Research

Create a vibrant intellectual climate that stimulates relevant cutting edge research and community engagement

Globally, research plays a pivotal role for effective structural transformation of our socio-economic environment. The application of new technologies drawn from evidence-based research in areas such as agriculture and manufacturing has transformed many economies. Research will be central to the University's transformation process, and ultimately strengthening our impact and visibility internationally. This will be done by:

- Collaboration with other institutions.
- Establishing and joining global research networks.
- Establishing competitive research studentships.
- Building capacity in grantsmanship.
- Creating a greater focus on inter-disciplinary research.

Creating a vibrant intellectual environment will help to attract and retain high quality school and students to drive this research agenda. A lot more emphasis will be placed on research in high-impact areas to help in the achievement of both university and national goals. A review of our enrolment practices will ensure that sufficient priority is given to post-graduate expansion over the next decade in order to balance the ratio with under-graduate enrolment.

STRATEGIC OBJECTIVES

1. Acquire state-of-the-art equipment and improve facilities (including library access) as a necessary foundation for academic research.
2. Develop and implement a plan for increasing the pool of University controlled funds available for academic research.
3. Establish University-Industry partnerships to promote research in areas of industrial/national interest.
4. Develop and implement a training and career development programme for staff involved in research and research support.
5. Provide stronger institutional support across the university in the administration and development of research grants.
6. Provide stronger institutional support across the university in the administration and development of research grants.

KPIs

- Rank among top 20 African Universities.
- At least 80% of labs and research facilities re-equipped.
- At least 50% increase in user access for all library facilities.
- Significant increase in the number of students (under / post graduate) working with industry either as interns or on commissioned research annually.
- Publications by faculty members in high impact journals increased by 200%.
- Funding for research increased by at least 150%.

1



- 1 Our students will have the opportunity to use the NMR for effective research.
- 2 Helping to ensure food security and safety.
- 3 Xray Diffractometer for better scientific analysis.

2



3



PRIORITY 2

Teaching & Learning

Promote academic excellence using the highest international standards of teaching, learning and leadership development

As the leading university in Ghana, the responsibility of producing the next generation of thought leaders to drive national development is one that we must embrace and influence through innovative teaching and learning methods.

This demands a series of academic quality improvement initiatives that will nurture a culture of continuous improvement and strengthen the

teaching and learning experience of students and faculty. These must be supported by the relevant resources that enable the university meet the basic standards of internationalization.

Developing our post-graduate profile will also create opportunities for integrating fresh faculty into the system for continuity.



STRATEGIC OBJECTIVES

1. Support PhD training for cohort of lecturers without PhDs and phase out old system of lecturers without PhDs.
2. Provide training and mentoring support for early career academics to enhance teaching and research skills.
3. Provide research support and research leadership training opportunities for mid-career academics.
4. Establish and enforce, through AQAU, standardized teaching methods for undergraduate and post-graduate teaching.
5. Enhance the importance and utility of the UG library system to the university community.
6. Establish and promote university-wide spaces and schedules for sharing and debating intra- and inter-disciplinary scholarly ideas targeted at the university community and the university's stakeholders.
7. Refurbish all lecture rooms and laboratories with updated pedagogical technology.

KPIs

- At least 85% of the faculty in all departments should have PhDs by 2018.
- 100% of newly trained PhDs should have access to one form of post-doctoral support by the end of their third post-doctoral year.
- At least 60% of eligible mid-career academics should have access to competitive UG research and training support and access to external support.
- Departments should achieve at least 75% of teaching performance targets.

- 1 Dr. Prince Osei, our first PhD in Mathematics.
- 2 Veterinary medicine students at work.
- 3 Students from the School of Pharmacy.
- 4 We ensure that our students have a congenial environment for learning.
- 5 Presentation of PhD degrees at Convocation.



PRIORITY 3

Internal Stakeholders

Provide an environment that will ensure fulfilling experiences for internal stakeholders

The value the University seeks to create can best be achieved with the proper buy-in of the university community. Members of our community are faced with many social and economic pressures and challenges that can serve as a distraction to achieving the University's ambition. To be truly world-class requires that we build capacity and harness the contribution of both academic and non-academic stakeholders.

There will be more regular and focused interactions with the different identifiable groups of the university, paying attention to multiple levels of needs, and ensuring that all relevant feedback is managed appropriately to achieve shared goals.



STRATEGIC OBJECTIVES

- | | |
|---|---|
| 1. Create a world-class mindset across the university. | 6. Proactively enhance employee welfare at all levels. |
| 2. Develop and implement a comprehensive plan for the modernization of university facilities. | 7. Develop and implement a proactive plan of action to engage organized employee associations and relevant government agencies. |
| 3. Formalise arrangements for student engagement with the community. | |
| 4. Create platforms for shared educational and social experiences in the university. | |
| 5. Strengthen student support systems. | |

KPIs

- Quality of students and faculty.
- Minimum of 90% internal stakeholder satisfaction rating.
- Reduced industrial actions.
- 100% improvement in access to water, electricity and the internet.
- 100% improvement in office space for staff and graduate students and also lecture spaces.
- Campus transport system is developed and functioning.
- Meal plan for students is introduced.
- Students have greater choice in the selection of academic programmes.

2a



2b



2c



2d



1 Sporting achievement is a feature of student life.

Our internal publics are cherished members of our community:

2a Students

2b Parents

2c Employees

2d Graduating Students: Our growing network of alumni

PRIORITY 4

Gender and Diversity

Create the best environment for equal opportunity in gender and diversity

The University recognizes the importance of Gender and Diversity and how it impacts on the social processes of inclusion and exclusion, and their interrelated demographics such as disability, religion, and ethnicity among others. With the support of our centres like CEGENSA, and the Office of Students with Special Needs, the University seeks to ensure that gender and diversity are enshrined in all aspects of its institutional culture, in a manner that sets the example for all other academic and non-academic institutions to follow.

STRATEGIC OBJECTIVES

- | | |
|---|--|
| 1. Review and implement VRIC recommendations on Gender. | 5. Develop policies to attract men / women to apply for non-traditional positions. |
| 2. Evaluate and effectively implement UG Affirmative Action Policy. | 6. Develop facilities to support nursing mothers and mothers with young children who are students / staff / faculty. |
| 3. Develop and implement programmes and policies to promote gender equity and diversity in the University of Ghana. | |
| 4. Develop policies and programmes to promote equal opportunities in employment in non-traditional Areas. | |

KPIs

- Gender policy approved by University Council.
- UG Day Care Centre completed and commissioned.
- 25% access (facilities & services) for differently abled persons.
- 5% non-competitive admissions.
- Affirmative action policy is functional and supportive of the mission of the University.

1



1 Newly constructed UG Day Care centre.

2 Our international students provide the needed diversity for a rich intercultural experience.

3 We remain committed to demonstrate our value for the diversity and contributions of the members of our community.

2



3



PRIORITY 5

Institutional Processes

Overhaul all governance arrangements to achieve greater effectiveness and efficiency

A fundamental component of the University’s transformation is the adoption of a collegiate system to help improve the current governance and management structures of the University. The revision of the University’s statutes in this regard, will pave the way for developing a stronger and more effective system of governance and see the introduction of many new courses and programmes. We will be guided by principles that eliminate bureaucracy and make our processes more flexible, lean and efficient.

STRATEGIC OBJECTIVES

1. Create an academic structure with four Colleges under University of Ghana.
2. Decentralize majority of operations of the University through the collegiate system.
3. Develop a model for measuring the operational cost of all units.
4. Strengthen budgeting system as an effective means of relevant resource allocation and management.
5. Modernize management systems and processes using an integrated ICT approach.

KPIs

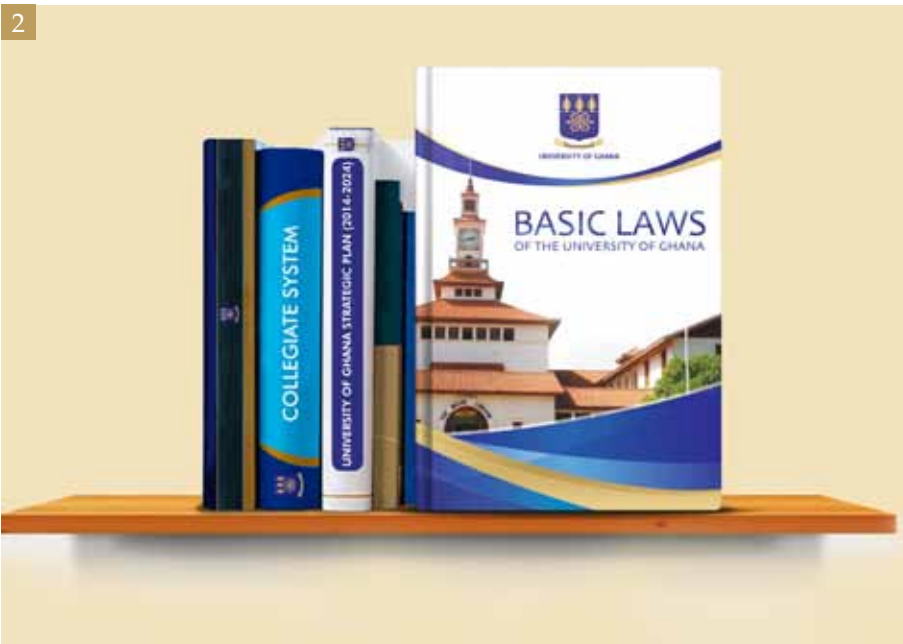
- Minimum of 90% satisfaction rating in stakeholder assessment of services.
- Clearly defined roles at the central, college and school levels.
- Academic programmes are reviewed and approved in far less time than before.
- Committees take decisions on all matters in far less time than before
- HR policy is adopted and implemented.



1



2



1 Principal Officers of the University: From left, Vice Chancellor Prof. Ernest Aryeetey, Chancellor Kofi Annan and Chairman of Council, Justice Dr. S.K. Date-Bah.

2 A sustained effort to overhaul our governance structure through our basic laws, financial regulations and governance and the adoption of the Collegiate system of management in the running of academic units.

PRIORITY 6

Financial Performance

Enhance the mobilisation and management of resources at unit and central administration levels

It has become abundantly clear over time that the reliance on Government subsidy becomes a liability especially in difficult economic times.

The university must rise above the uncertainties of economic expansion and contraction to achieve greater financial independence that can create a stable support system, sustain its programmes and research, and ultimately shape the University's future. Significant effort will be made to strengthen the capacity of all colleges to raise funds for research projects as well as position them better to win research contracts.

Particular focus will also be given to the non-core income generating activities, streamlining them to become more effective in their contribution to funding the University.



STRATEGIC OBJECTIVES

1. Conceptualise and establish an office for institutional advancement.
2. Re-establish the University of Ghana Endowment Fund.
3. Develop an active database of prospects at individual, corporate and foundation levels.
4. Competitively promote the use and hire of all University facilities within a regulatory framework.
5. Develop and implement comprehensive plan of fundraising programmes at unit and central levels.

KPIs

- Institutional Advancement Office fully functional.
- Readily available information on prospects at various levels.
- University accounts regularly prepared, audited and published on time.
- Students contribute not more than 60% of total budget.
- Alumni better organized to contribute to financial resources.

1



1 University of Ghana Business School Multi-purpose Graduate Building.

2 Student's Residences.

2



PRIORITY 7

Asset Management

Strengthen the management of the University’s assets and facilities

The University tends to undertake systematic expansion and rehabilitation projects in the areas of health care facilities, the construction of multipurpose buildings, offices and lecture halls, as well as residential accommodation and social spaces.

The expected growth resulting from these initiatives of the university requires that proper direction is established to safeguard University owned assets and investments. The University owns a significant amount of land and property beyond the traditional physical boundaries of the University, and these must be properly accounted for and managed to ensure effective integration into the expansion plan.

STRATEGIC OBJECTIVES

- 1. Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.
- 2. Develop a comprehensive process for storing all documentation on university assets (Registered and unregistered).
- 3. Create and maintain a database of all university assets.
- 4. Develop space management policy across the university.
- 5. Develop policy on acquisition, funding and allocation of assets.

KPIs

- Register of all physical and other assets established.
- Estates management function within PDMSD is fully established and effective.
- Office of Legal Counsel is fully established and effective.
- Lease of University property is significantly improved.
- Litigation over University assets is reduced by 100%.
- Income from University assets is increased significantly.
- Buildings and facilities are maintained and renovated at regular intervals.

1



2



1 On-going refurbishment of our roads network: Annie Jiagge Road.

2 International House.

PRIORITY 8

Monitoring & Evaluation

Mainstream and enforce structures and processes for system -wide monitoring and evaluation

The university constantly navigates through a complex network of activities and programmes to sustain its relevance. However, the outcomes of these activities are only as good as the ability to measure them, report on them, and act on them. It is imperative that the University develops a concise approach to ensure that valid, reliable and useful measures of its performance are made readily available and used to support the implementation and management of its strategy, institutional learning, improvement in programmes, mitigating of risks and consistent reporting on performance.

STRATEGIC OBJECTIVES

- 1. Create a robust institutional research function.
- 2. Build a strong quality assurance culture.
- 3. Develop a comprehensive framework for reviewing the performance of the collegiate system.
- 4. Develop and implement an effective framework for staff performance management.
- 5. Develop and implement a monitoring and evaluation plan for University.
- 6. Monitor the achievement of internationalization in the university.

KPIs

- 100% complete and relevant documented policy on structures and governance for performance management.
- 100% of unit strategic plans reviewed.
- At least 90% of Office holders achieve targets.
- At least 60% of staff obtain minimum of 3 in annual performance rating in 5-point scale.
- Minimum of 90% adherence to the performance management system’s process.



1



1 The Recreational Quadrangle. A pristine and serene environment for leisure, Legon Campus.

PRIORITY 9

External Stakeholders

Build Stakeholder confidence in the capabilities of the university

The key to building stakeholder confidence in the University's capabilities lies in the perceptions of the credibility and impact of our results and outputs both nationally and internationally. This will be demonstrated in the number of references to research publications, endorsements and support by a wider alumni community as well improvements in our international ranking globally and in Africa. The University will integrate the knowledge derived from its research with a strong public engagement focus to demonstrate an unwavering resolve to act in the interest of public good.

UG will develop a clear strategic Marketing and Communications plan and policy with an overt focus on properly managing all UG brand assets.

STRATEGIC OBJECTIVES

1. Develop a conscious plan of public engagement that is aligned with the research ambitions of the university.
2. Promote stronger collaboration between the university and its key stakeholders (Government, tertiary bodies and industry.)
3. Strengthen collaboration with top-tier international research universities.
4. Develop an effective process for assessing and publishing the impact of all community engagement and outreach programmes of the university.



KPIs

- University publications achieve 100% regularity.
- University public lectures/events are better structured and publicized
- Interaction with civil society and the private sector is better focused.
- University cultivates a more functional and effective relationship with government and international development agencies.
- University-Alumni Association relationship is better structured and coordinated.



- 1 Alumnus James Aggrey-Orleans, rtd. career diplomat attending a University function.
- 2 Symbolic handover of the Research Commons funded by Carnegie Corporation of New York.
- 3 Collaborating with Government, our key stakeholder: Vice President Ammisah-Arthur performing a sod-cutting ceremony for construction of building at the Economics Department.
- 4 The Carnegie Writing Centre funded by Carnegie Corporation of New York.
- 5 Unveiling Solar Electricity Generation System funded by Japanese Government at the Noguchi Memorial Institute for Medical Research.

Strategic Plan - Blue Print

STRATEGIC PRIORITY	KEY PERFORMANCE INDICATORS AND METRICS
<p>RESEARCH</p> <p>Create a vibrant intellectual climate that stimulates relevant cutting edge research and community engagement.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Rank among top 20 African Universities. • At least 50% of labs and research facilities re-equipped. • At least 50% increase in user access for all library facilities. • Significant increase in the number of students (under/post graduate) working with industry either as interns or on commissioned research annually. • Publications by faculty members in high impact journals increased by 200% • Funding for research increased by at least 150%. <p>Required Metrics</p> <ul style="list-style-type: none"> • High post-graduate/ under-graduate admission ratio (compared with top 10 universities in Africa). • Establish a minimum number of active strategic partnership agreements with industry for research. • Number of outreach programmes conducted to provide relevant research-based information to the community. • Minimum percentage of UG faculty winning international/competitive grants. • Ratio of international research grants to overall institutional budget . • Number of staff trained in research relevant areas annually.
<p>TEACHING & LEARNING</p> <p>Promote academic excellence using the highest international standards of teaching, learning and leadership development.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • At least 85% of the faculty in all departments should have PhDs by 2018. • 100% of newly trained PhDs should have access to one form of post-doctoral support by the end of their third post-doctoral year. • At least 60% of eligible mid-career academics should have access to competitive UG research and training support and access to external support. • Departments should achieve at least 75% of teaching performance targets. <p>Required Metrics</p> <ul style="list-style-type: none"> • Level of attraction of quality international faculty and students.
<p>INTERNAL STAKEHOLDERS</p> <p>Provide an environment that will ensure fulfilling experiences for internal stakeholders.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Quality of students and faculty. • Minimum of 90% internal stakeholder satisfaction rating. • Reduced industrial actions. • 100% improvement in access to water, electricity and the internet. • 100% improvement in office space for staff and graduate students and also lecture spaces. • Campus transport system is developed and functioning. • Meal plan for students is introduced. • Students have greater choice in the selection of academic programmes.

<p>GENDER & DIVERSITY</p> <p>Create the best environment for equal opportunity in gender and diversity.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Gender policy approved by University Council. • UG Day Care Centre completed and commissioned. • 25% access (facilities & services) for differently abled persons. • 5% non-competitive admissions. • Affirmative action policy is functional and supportive of the mission of the University. <p>Required Metrics</p> <ul style="list-style-type: none"> • Number of projects that meet special needs. • Base line of gender balance in order to develop standards. • Non-competitive admissions.
<p>INSTITUTIONAL PROCESSES</p> <p>Overhaul all governance arrangements to achieve greater effectiveness and efficiency.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Minimum of 90% satisfaction rating in stakeholder assessment of services. • Clearly defined roles at the central, college and school levels. • Academic programmes are reviewed and approved in far less time than before. • Committees take decisions on all matters in far less time than before. • HR policy is adopted and implemented. <p>Required Metrics</p> <ul style="list-style-type: none"> • Improvement in the effectiveness and efficiency of governance at all levels. • Efficiency of decision making processes. • Reduction in operational costs per unit. • 4 colleges with fully functional academic and administrative structures. • Measure of effective budgeting and spending across the university. • All major processes should be IT based.
<p>FINANCIAL PERFORMANCE</p> <p>Enhance the mobilization and management of resources at unit and central administration levels.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Institutional Advancement Office fully functional. • Readily available information on prospects at various levels. • University accounts regularly prepared, audited and published on time • Students contribute not more than 60% of total budget • Alumni better organized to contribute to financial resources <p>Required Metrics</p> <ul style="list-style-type: none"> • Active UG Endowment Fund. • Fund-raising targets established and measured.
<p>ASSET MANAGEMENT</p> <p>Strengthen the management of the University's assets and facilities.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • Register of all physical and other assets established. • Estates management function within PDMSD is fully established and effective. • Office of Legal Counsel is fully established and effective. • Lease of University property is significantly improved. • Litigation over University assets is reduced by 100%. • Income from University assets is increased significantly. • Buildings and facilities are maintained and renovated at regular intervals.

	<p>Required Metrics</p> <ul style="list-style-type: none"> • All assets identified at unit level and published in Asset Register. • 90% of encroached properties recovered. • Short, medium, and long term policy and programmes circulated to units. • Full compliance with policy for maintenance of assets. • Availability of up-to-date information on state of all University property.
<p>MONITORING & EVALUATION</p> <p>Mainstream and enforce structures and processes for system-wide monitoring and evaluation.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • 100% complete and relevant documented policy on structures and governance for performance management. • 100% of unit strategic plans reviewed. • At least 90% of Office holders achieve targets. • At least 60% of staff obtain minimum of 3 in annual performance rating in 5-point scale. • Minimum of 90% adherence to the performance management system's process. <p>Required Metrics</p> <ul style="list-style-type: none"> • Annual evaluation of strategic plan at the institutional level.
<p>EXTERNAL STAKEHOLDERS</p> <p>Build Stakeholder Confidence in the capabilities of the university.</p>	<p>KPIs</p> <ul style="list-style-type: none"> • University publications achieve 100% regularity. • University public lectures/events are better structured and publicized. • Interaction with civil society and the private sector is better focused. • University cultivates a more functional and effective relationship with government and international development agencies. • University-Alumni Association relationship is better structured and coordinated. <p>Required Metrics</p> <ul style="list-style-type: none"> • Number of research projects that attract government funding. • Level of international recognition of university. • Level of alumni contribution to the university. • Number of international references to university publications.

Conclusion

This document represents the University's effort to consciously define and design a successful future. We trust that our purpose and ambitions as laid out will provide enough motivation for all stakeholders to pledge their support to our cause. Our effectiveness will be determined by the commitment we demonstrate in the execution process, for which we hold ourselves accountable.

This plan will be subjected to a constant, objective review to establish its impact and maintain its relevance. We are convinced that the process of detailed analysis and internal discussion that we have undergone, stands us in good stead to exercise strong influence over our future. By focusing on our strategic priorities, we will prove to ourselves that we are truly well on our way to become a World Class University.

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