

VICE CHANCELLORS GHANA



Strategic Plan **2019 – 2028**

Approved: December, 2019

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LIST OF ABBREVIATIONS

AAU	Association of African Universities
ACE	American Council on Education
ACU	Association of Commonwealth Universities
CVCP	Committee of Vice-Chancellors and Principals
ES	Executive Secretary
GETFund	Ghana Education Trust Fund
GTEC	Ghana Tertiary Education Commission
HE	Higher Education
IAU	International Association of Universities
KNUST	Kwame Nkrumah University of Science and Technology
MOE	Ministry of Education
NDPC	National Development Planning Commission
TE	Tertiary Education
UCC	University of Cape Coast
UDS	University for Development Studies, Tamale
UEW	University of Education, Winneba
UG	University of Ghana, Legon
VCG	Vice Chancellors Ghana
IAU	International Association of Universities

INTRODUCTION

It all began in November 1965 as an informal consultative meeting of the three public universities at that time, namely, the University of Ghana (UG), the Kwame Nkrumah University of Science and Technology (KNUST), and the University of Cape Coast (UCC). The evolution of the consultative body was from a Committee of Vice Chancellors (CVC) involving only the three institutions, through to a Committee of Vice Chancellors and Principals (CVCP) when the University Colleges were established, and then to VCG (Vice Chancellors, Ghana).

The original goal of the Committee was to provide a forum for the heads of the public universities to:

- ❑ Consider common problems;
- ❑ Agree on fundamental policies;
- ❑ Act in concert in the execution of their duties (whenever necessary);
- ❑ Promote understanding, trust, and co-operation among the institutions; and
- ❑ Dialogue with government over issues affecting the universities.

The Committee established a permanent Secretariat at the University of Ghana in 1978. Since then, it has:

- a) Served as a Think Tank for the Ministry of Education on matters relating to the public universities;
- b) Provided a forum for consensus building on issues of common interest to member institutions as well as all other higher educational institutions in the country;
- c) Collaborated with international bodies with interests in higher education such as the Association of African Universities (AAU), the Association of Commonwealth Universities (ACU), the Carnegie Corporation, McArthur

Foundation, Rockefeller Foundation, Ford Foundation, Fulbright Foundation and the World Bank;

- d) Administered student financial aid packages such as the Standard Chartered Bank Scholarship to support science education in all universities and the A. G. Leventis grant for staff development in member institutions;
- e) Assisted Government to handle both staff and student concerns as well as negotiate conditions of service with staff groups on behalf of Government.

In the 21st century the public universities see themselves playing a more proactive collective role in knowledge production and service for the development of Ghana and Africa. For better recognition to enable them pursue this agenda, the Carnegie Corporation sponsored an organizational restructuring aimed at elevating the CVCP from a secretariat to an executive secretariat responsible for initiating and implementing policies. To this end, the name of CVCP was changed to Vice Chancellors Ghana (**VCG**) on June 9th 2004 with a secretariat independent of any campus of the member Universities and well-resourced documentation centre.

The **VCG** recognizes that fundamental changes have been taking place in the context of higher education in Ghana in the last decade. Public universities in the country are currently facing many challenges including declining funding from government in real terms, increased student enrolment, inadequate infrastructural facilities and ageing faculty.

Considering the foregoing challenges, the **VCG** should position itself to meet the serious needs of university education in Ghana in ways it is unable to do at the present time. Currently, there is no organization that functions as an independent, organized, coherent voice speaking for higher education – an organization that can make the case for higher education broadly to government, industry, members of the public, members of Parliament, international organizations, and other interested bodies. While the

Ghana Tertiary Education Commission (GTEC) provides important advice to government and serves as a link between Government and the Universities, its role is limited by its semi-governmental status. Thus, there is a critical need for the VCG to enhance its capacity and visibility to fill this vacuum. This strategic plan has been developed to provide a systematic basis for pursuing this agenda for the next ten years

APPROACH

The process by which the strategic direction of the VCG was developed

This document is built on the strategic imperatives on which **VCG** must focus to ensure its future significance. It identifies the key issues that our strategies must address through an in-depth analysis of all parameters that have an implication for the Organisation's success – our internal capacities, our operating environment, our organizational culture and our aspirations. The overriding purpose of this plan is the reorganisation of our strategic objectives and actions for implementation in order to pursue our mission and ultimately actualise our Vision. This document thus forms the complete account of the desired future state that will meet our common aspirations and meet the expectations of all stakeholders in higher education.

The strategic planning methodology used was built around an analysis of existing operations of member Universities of VCG as well as a review of the “VCG strategic plan 2010 – 2015”.

Key members of **VCG** were engaged in a process to critically examine the realities facing **VCG**. The process ensured the building of a sense of collective ownership and responsibility for the desired outcomes. The internal characteristics of **VCG** were analysed with the aim of identifying the areas from which its effectiveness derives. A scan was also undertaken of the complexities of the external environment that **VCG** is faced with. These assessments formed the basis for the making of basic strategic choices regarding **VCG's** future posture.

THE FUTURE

Our Vision, Mission & Core Values seek to orient VCG in such a way that we increase in significance and make a more beneficial contribution to the aspirations of our stakeholders, in a sustainable manner. These strategic statements are intended to be inspirational and change inducing. We will achieve these ambitions by following the steps indicated by our Strategic Thrusts, which identify the critical goals that we must achieve in order to effectively deliver our objects and purpose. Together, these form the basis of our ethos, positioning and posture towards the future. All the strategic and operational choices, actions & priorities that we will invest in, emanate from these outcomes.

Our overarching goal is to exert appropriate influence on the education sector in collaboration with other key stakeholders such as the National Council on Higher Education, Parliament and the Private and Public sectors. Our stature and influence will be reinforced by the facilitating posture that we will adopt in contributing to the development of the higher education sector and the growth of the Nation. Our ability to make a unique contribution to the development of the sector will stem from the following characteristics; our composition that includes the Chief Executives of all Public Universities, the strength of our secretariat and the depth of expertise available to us from within the public university system.

The Vision

To be the Apex body spearheading the interests of member Universities and setting the agenda/pace for higher education in Ghana.

The Mission

To provide a consultative forum through which diverse challenges facing higher education can be tackled in a coordinated manner. This would be sustained through:

- Harnessing the unique attributes of member universities towards the realization of common aspirations.
- Creating a synergy through harmonizing the efforts of member Universities to ensure optimization of returns on investments in education.
- Establishing a unifying voice for higher education, advocating for increased understanding and support of higher education sector from all stakeholders.
- Establishing and pursuing quality academic standards that are globally recognized and locally relevant.

VCG Core Values

The cultural & behavioural traits that will characterize our every action

At the heart of organizational effectiveness lies the internal cultural context in which it carries out its mandate. Based on this understanding, we believe that it is of paramount importance that our efforts are supported by a set of values that will inspire and energize our staff and membership to strive relentlessly to achieve our ambitions. These values will also communicate the standards that stakeholders must expect in all their dealings with us.

We will ensure that our efforts will always bear the following hallmarks:

- Excellence: Establishing the highest possible standards in the provision of higher education
- Relevance: Positioning member universities to align their operations to the changing needs of society
- Integrity: Abiding by the highest code of ethics and exhibit consistency in all actions and behaviours.
- Transparency: Dealing with systemic challenges of member universities and uphold accountability
- Stewardship: Dedicated to exhibiting the highest standards of professionalism in the efficient utilisation of resources and in service provision

**VCG Strategic
Priorities and
Goals**

Strategic Priorities

Strategic Goals

- | | |
|---|--|
| 1. Scholarship, Research and Innovation | <i>To promote scholarship, research and innovation to meet global standards</i> |
| 2. Common Standards for Universities | <i>To maintain common standards for academic progression and conditions of service of staff members.</i> |
| 3. Capacity Development | <i>To provide opportunities for capacity development.</i> |
| 4. Stakeholder Engagement | <i>To engage stakeholders for the advancement of Higher Education.</i> |
| 5. Higher Education Development | <i>To establish a communications strategy that will foster a better understanding and support for the development of higher education in Ghana.</i> |
| 6. Collaboration | <i>To collaborate with local and international bodies with the aim of mobilising requisite facilities, logistics, materials and resources to support teaching, learning, research and service.</i> |
| 7. Leadership | <i>To assert professional authority on higher educational matters in Ghana.</i> |

STRATEGIC THRUSTS AND OBJECTIVES

The strategic thrusts constitute VCG's strategic agenda, and they represent the first step in translating the broad goals or sense of direction enshrined in Vision and Mission into practical objectives or actions. For each strategic, there are 1-4 strategic objectives. The period for the implementations of each strategic Thrust shall be categorised into; short term (1-3 years), medium term (4 – 6 years), long term (7 – 10 years) and continuous (throughout the duration of this plan)

The following constitute the direct translation of the priorities into goals, thrusts and specific objectives.

Priority 1: Scholarship, Research and Innovation

Goal: To promote excellence in scholarship, research and innovation to meet global standards.

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7- 10
THRUST 1: SCHOLARSHIP						
1.1 Create an environment which promotes world-class teaching and learning	<ul style="list-style-type: none"> • Harmonized existing Statutes, Acts, Policies • Number of promotions • Environment • Number of Strikes averted • Financial Support offered to members • Number of teaching and learning resources distributed 	<ul style="list-style-type: none"> • Existing Statutes • Teaching and Learning Resources • Financial Resource 	VCG Secretariat / Exec. Secretary			
1.2 Promote academic excellence that meets world standards	<ul style="list-style-type: none"> • Improved Global ranking status 	<ul style="list-style-type: none"> • Reputation • ICT/physical infrastructure 	Exec. Secretary			
1.3 Support academic staff mobility	<ul style="list-style-type: none"> • Number of academic staff exchanges • Number of networking and collaborations established 	<ul style="list-style-type: none"> • Mobility Centres • Networking 	VCG Secretariat			
1.4 Enhance public engagement to promote scholarship	<ul style="list-style-type: none"> • Number of public engagements 	<ul style="list-style-type: none"> • Media person 	VCG Secretariat / Exec. Secretary			

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7- 10
THRUST 2: RESEARCH						
2.1 Mobilise financial resources to support university research	<ul style="list-style-type: none"> Funding for Research increased 	<ul style="list-style-type: none"> Subscription to research funding databases Research Networks 	VCG Secretariat / Exec. Secretary			
2.2 Support affiliate universities to produce research of exceptional quality for sustainable development	<ul style="list-style-type: none"> Number of Research outputs supported 	<ul style="list-style-type: none"> State of the Art laboratory equipment Diverse Researchers 	VCG Secretariat / Exec. Secretary			
2.3 Create avenues for the commercialisation of research	<ul style="list-style-type: none"> Research commercialisation opportunities created 	<ul style="list-style-type: none"> Patents, Copyrights, Trademarks etc Market Access 	VCG Secretariat / Exec. Secretary			
2.4 Develop a unified patenting and intellectual property policy.	<ul style="list-style-type: none"> Unified patenting and intellectual policy developed 	<ul style="list-style-type: none"> Legal expertise 	Ex. Sec and all VCs			

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7- 10
THRUST 3: INNOVATION						
3.1 Establish and leverage information technology capability to enhance the quality of research and to streamline administrative processes across affiliate universities	<ul style="list-style-type: none"> Number of high impact journals published for institutional and national development 	<ul style="list-style-type: none"> ICT Resources 	VCG Secretariat			
3.2 Deploy information technology that will enable effective communication securely among member universities	<ul style="list-style-type: none"> Level of ICT deployed Effective communication among member Universities 	<ul style="list-style-type: none"> ICT capability (GARNET) 	Ex. Sec and all VCs			
3.3 Enhance public engagements, knowledge exchange and innovation culture among universities to ensure that research and education benefit the wider public	<ul style="list-style-type: none"> Number of public engagements Number of exchanges in knowledge and intra/intercultural engagements 	<ul style="list-style-type: none"> Social media 	Ex. Sec/VCG Secretariat			

Priority 2: Common Standards for Universities

Goal: To promote common standards for academic progression in universities to meet the highest international standards and a common condition of service of staff.

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: POLICIES AND PROCESSES						
1.1 Harmonise conditions of service, UTAG, GAUA, FUSSAG, TEWU, GUSSS etc.	<ul style="list-style-type: none"> Harmonised conditions of service 	<ul style="list-style-type: none"> Existing conditions of service for organised bodies in various universities 	VCG			
1.2 Harmonise institutional policies and processes for appointments and promotions	<ul style="list-style-type: none"> Harmonised criteria for appointments and promotions 	<ul style="list-style-type: none"> Existing documents for appointments and promotions criteria for various universities 	VCG			
THRUST 2: MOBILITY						
2.1 Promote students' mobility across universities and grade transfer.	<ul style="list-style-type: none"> Criteria for student mobility developed A Policy framework for curriculum design Harmonised grading system 	<ul style="list-style-type: none"> Existing student mobility policies NAB Policy and documents on curriculum design 	Committee Appointed by VCG			
2.2 Promote staff mobility across universities.	<ul style="list-style-type: none"> Number of staff mobility per academic year 	<ul style="list-style-type: none"> Harmonised conditions of service and statutes 	Committees of VCG			

Priority 3: Capacity Development

Goal: To provide opportunities for capacity development

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: CAPACITY ENHANCEMENT						
1.1 Expand opportunities for capacity development in critical areas, e.g: IT, Sciences, Law,	<ul style="list-style-type: none"> Number of trainings, conferences and workshops organised Enhancement of equipment 	<ul style="list-style-type: none"> Existing Universities' Human Resources 	VCG, Exec. Sec.			
1.2 Facilitate collaborations with external universities for purposes of capacity building: e.g. France Higher Education forum, St. Andrews Faculty Development Programmes	<ul style="list-style-type: none"> Number of external collaborations secured 	<ul style="list-style-type: none"> Financial Resources Existing networks 	Exec. Sec.			
THRUST 2: SKILLS MATCHING						
2.1 Establish centre for skills matching and placement.	<ul style="list-style-type: none"> Centre established 	<ul style="list-style-type: none"> Data Management System Office space 	VCG Secretariate/ Exec. Sec.			

Priority 4: Stakeholder Engagement

Goal: To engage stakeholders for the advancement of Higher Education

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: INDUSTRY ENGAGEMENT						
1.1 Hold regular engagements and interactions with industry	<ul style="list-style-type: none"> Number and frequency of engagements held and outcomes achieved 	VCG Premises	Executive Secretary			
1.2 Translate the outcomes of industry engagements for mutual benefit	<ul style="list-style-type: none"> Demonstrable benefits resulting from industry engagements Changes in curriculum resulting in engagements Number of Faculty internships facilitated 	<ul style="list-style-type: none"> Resource persons 	Executive Secretary/ Committee of VCG			
THRUST 2: DATABASES						
2.1 Do an analysis and create a detailed database for critical human resource for national development.	<ul style="list-style-type: none"> Report on human resource requirements Database created 	<ul style="list-style-type: none"> Database Management System 	Exec. Sec., Committees of VCG			
2.2 Use the database to guide periodic review of curricula to make them relevant to the needs of society.	<ul style="list-style-type: none"> Number of curricula revised due to information from database 	<ul style="list-style-type: none"> Data on Human Resource needs of society 	Member Universities			

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7- 10
THRUST 3: GOVERNMENT, SOCIETY AND MEDIA ENGAGEMENT						
3.1 Identify researchable areas (quarterly) that will address critical problems for national development.	<ul style="list-style-type: none"> • Number of research areas identified for national development • Number of advocacies (uptake) on research findings • Research impact on society 	<ul style="list-style-type: none"> • Research Databases (SCOPUS etc) • NDPC's report 	VCG, Member Universities			
3.2 Communicate the research findings to stakeholders and government	<ul style="list-style-type: none"> • Research reports for national development • Implementation of research findings 	<ul style="list-style-type: none"> • Publication outlets 	Exec. Secretary/ Member Universities			

Priority 5: Higher Education Development

Goal: To establish a communications strategy that will foster a better understanding and support for the development of higher education in Ghana

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: PUBLICIZATION						
1.1 Sponsor exhibition of research findings of member Universities at various fora.	<ul style="list-style-type: none"> Number of research exhibitions or Fora held or sponsored 	<ul style="list-style-type: none"> Research publications Innovations introduced 	VCG			
1.2 Facilitate quarterly publications of research activities of member Universities using appropriate social media platforms.	<ul style="list-style-type: none"> Number of Research Publications disseminated Feedback received on publications 	<ul style="list-style-type: none"> Social media platforms 	Exec. Sec. Member Universities			
1.3 Engage various media outlets for communication.	<ul style="list-style-type: none"> Database of media outlets established Published Newsletter Number of press soirees held 	<ul style="list-style-type: none"> Network 	VCG Secretariat Exec. Sec.			
THRUST 2: CONTRIBUTION TO NATIONAL ISSUES						
2.1 Respond to national issues on higher education for national understanding.	<ul style="list-style-type: none"> Number of Formal Statements submitted to Sector ministry and regulatory institution etc Number of public lectures on National issues 	<ul style="list-style-type: none"> Pool of experts from member universities 	VCG, Exec. Sec.			

Priority 6: Collaboration

Goal: To collaborate with local and international bodies with the aim of mobilising requisite facilities, logistics, materials and resources to support teaching, learning, research and service.

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: LOCAL LINKAGES FOR COLLABORATION						
1.1 Build strong rapport with institutions of government (Executive, Legislature and Judiciary) for the prompt release of resources.	<ul style="list-style-type: none"> Evidence of rapport established and Resources released 	<ul style="list-style-type: none"> VCG Secretariat Public Relations Unit required 	Exec. Secretary			
1.2 Harness individual and collective expertise of member universities and making same available to Government and other stakeholders.	<ul style="list-style-type: none"> Number of expertise recommended to government and stakeholders Impact of expertise on national issues referred to government 	<ul style="list-style-type: none"> Pool of expertise in member universities 	VCG			
1.3 Engage with private universities	<ul style="list-style-type: none"> Positive outcomes of engagements with private universities 	<ul style="list-style-type: none"> Data on private universities 	VCG			

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7- 10
THRUST 2: INTERNATIONAL LINKAGES FOR COLLABORATION						
2.1 Establish effective international linkages for the mobilization of materials in support of teaching and learning in higher education institutions (eg. ACU, GEANT, NORDUNET, Carnegie, Network Start-Up Resource Centre, etc).	<ul style="list-style-type: none"> • Number of international linkages established • Teaching and Learning Resources mobilised 	<ul style="list-style-type: none"> • Membership to the international organisations (eg ACU, GEANT, NORDUNET, Carnegie, Network Start-Up Resource Centre, etc) 	VCG Exec. Sec.			
2.2 Build international linkages to facilitate exchange programmes between Ghanaian Universities and Selected International Universities.	<ul style="list-style-type: none"> • Number of exchange programmes • Number of international linkages facilitated 	<ul style="list-style-type: none"> • Financial Resources • Databases 	VCG Exec. Sec.			

Objective 7: Leadership

Goal: To assert professional authority on higher educational matters in Ghana.

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 1: VISIBILITY IN THE EDUCATIONAL LANDSCAPE						
1.1 Ensure VCG visibility through the following: a. Seek representations on national committees set up on educational matters and participate actively.	<ul style="list-style-type: none"> Number of representations on national committee 	<ul style="list-style-type: none"> Pool of Experts of Member universities 	VCG Exec. Sec.			
b. Dialogue with government over issues affecting the universities	<ul style="list-style-type: none"> Number of dialogues held 	<ul style="list-style-type: none"> Pool of Experts of Member universities 	VCs			
c. Request for inclusion of VCG on the mailing list of Parliament on all educational matters	<ul style="list-style-type: none"> Request granted 	<ul style="list-style-type: none"> Contact with Parliament 	Exec. Sec.			
d. Institutionalise biannual and other educational round-table conferences on higher education	<ul style="list-style-type: none"> Round table conferences held 	<ul style="list-style-type: none"> Pool of Experts of Member universities 	VCG			
e. Make active contributions and/or present proposals to guide educational reviews/reforms for national discourse	<ul style="list-style-type: none"> Number of proposals presented on national issues 	<ul style="list-style-type: none"> Pool of Experts of Member universities 	VCG			

Strategic Objectives	KPIs	Resource Requirements	Responsibility	Time Frame (Years)		
				1-3	4-6	7-10
THRUST 2: TRANSPARENT AND ACCOUNTABLE LEADERSHIP						
2.1 Providing institutional transparency and accountability by doing the following: a. Ensure budgeting procedures are complied with	<ul style="list-style-type: none"> Degree of compliance with budgetary procedures 	<ul style="list-style-type: none"> Budgetary requests 	Exec. Sec.			
b. Ensure prompt and regular Financial reporting	<ul style="list-style-type: none"> Calendar for financial reporting Timely financial reporting 	<ul style="list-style-type: none"> Source document for preparing financial statements 	Exec. Sec.			
c. Conducting annual auditing	<ul style="list-style-type: none"> Audit reports 	<ul style="list-style-type: none"> External Auditors Financial statements 	Exec. Sec.			
d. Adhering to procurement regulations and processes	<ul style="list-style-type: none"> Compliance to procurement law 	<ul style="list-style-type: none"> Procurement Law 	Exec. Sec.			
THRUST 3: INSTITUTIONAL VISIBILITY						
Establish an institutional presence by doing the following: a. Completion of critical documentation	<ul style="list-style-type: none"> Documentation completed 	<ul style="list-style-type: none"> Human Resource 	Exec. Sec.			
a. Set up an appropriate infrastructure and administrative system required for effective operations	<ul style="list-style-type: none"> Administrative system set-up 	<ul style="list-style-type: none"> Management Software system 	Exec. Sec.			
b. Develop an interactive and dynamic website	<ul style="list-style-type: none"> Website developed 	<ul style="list-style-type: none"> IT Resources 	Exec. Sec.			
d. Publish periodic institutional newsletters	<ul style="list-style-type: none"> Institutional newsletters published 	<ul style="list-style-type: none"> PR Unit at VCG 	Exec. Sec.			

MONITORING AND EVALUATION

IMPLEMENTATION

Implementation of this strategic plan will be from the beginning of 2019 to the end of 2028. There shall be a committee of VCG constituted to monitor and evaluate the progress of implementation of the plan. There shall be a short-term, medium-term and long-term review of the Strategic Objectives.

The successful implementation will be the concerted efforts of all the internal stakeholders of VCG. The collective efforts require resources to ensure that objectives are achieved in a timely manner. During the implementation period, Management of VCG will operationalise the planned Strategic Objectives by assigning responsibilities to identified assignees with commensurate resources and timelines for meeting targets while maintaining effectiveness and cost efficiency.

MONITORING AND EVALUATION (M&E)

This strategic plan as a living document will be subjected to periodic objective reviews towards maintaining its relevance in the face of changing conditions that may occur within the time frame. This will involve routine institutional research, reports on progress and review meetings aimed at tracking the attainment of strategic objectives with minimal or no variations from projections.

During the M&E process, the committee of VCG responsible, will through its routine activities match actual gains achieved against projected Objectives and ascertain the level of variance based on which strategies will be undertaken to aid the attainment of planned objectives or in worst cases revise planned expectations.

CONCLUSION

This Strategic Plan represents the VCG's effort at consciously defining and designing its future. By this plan, VCG is confident in perfectly executing its mission of providing a consultative forum through which diverse challenges facing higher education can be tackled in a coordinated manner. This strategic plan offers a clear articulation of VCG's vision for the future and thereby serve as a road map for success.

In this regard, it realigns the collective choices and priorities made in light of the changing times and expectations of stakeholders. By focusing on our strengths and opportunities identified, we are confident that by 2028, VCG will leave its imprint as a professional authority on higher educational matters in Ghana.

As the organizations moves to the next exciting phase of its journey, it will entrench its core values of excellence, relevance, integrity, transparency and stewardship in its dealings with all stakeholders and at all times. With the harmony of diverse voices and perspectives, given the cocktail of expertise at its disposal, VCG is confident in successfully implementing this plan to the latter.

APPENDIX

SWOT ANALYSIS OF VCG

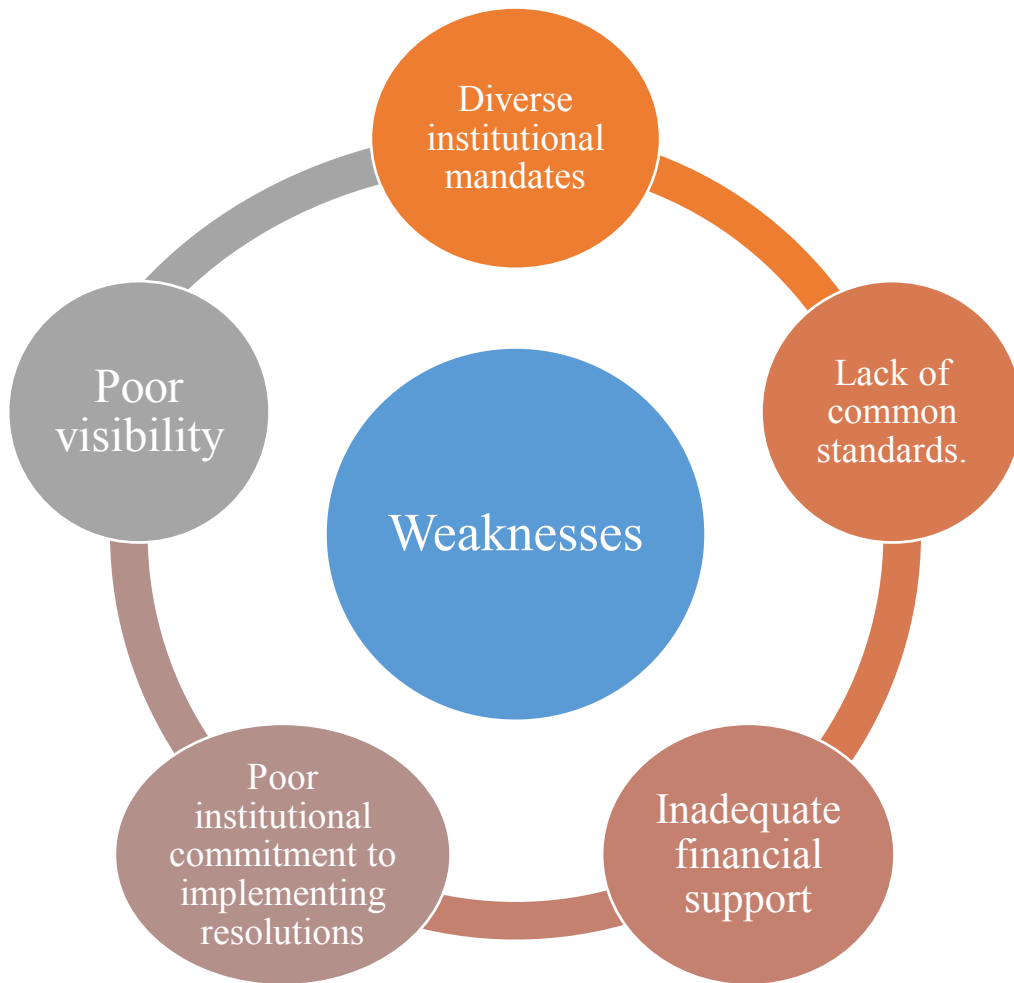
(A) STRENGTHS

Our strengths constitute internal resources, capabilities and competencies that are essential to enhancing the attainment of strategic objectives of VCG



(B) WEAKNESSES

Our weaknesses are the existing internal deficiencies that are capable of hampering the attainment of strategic objectives of VCG



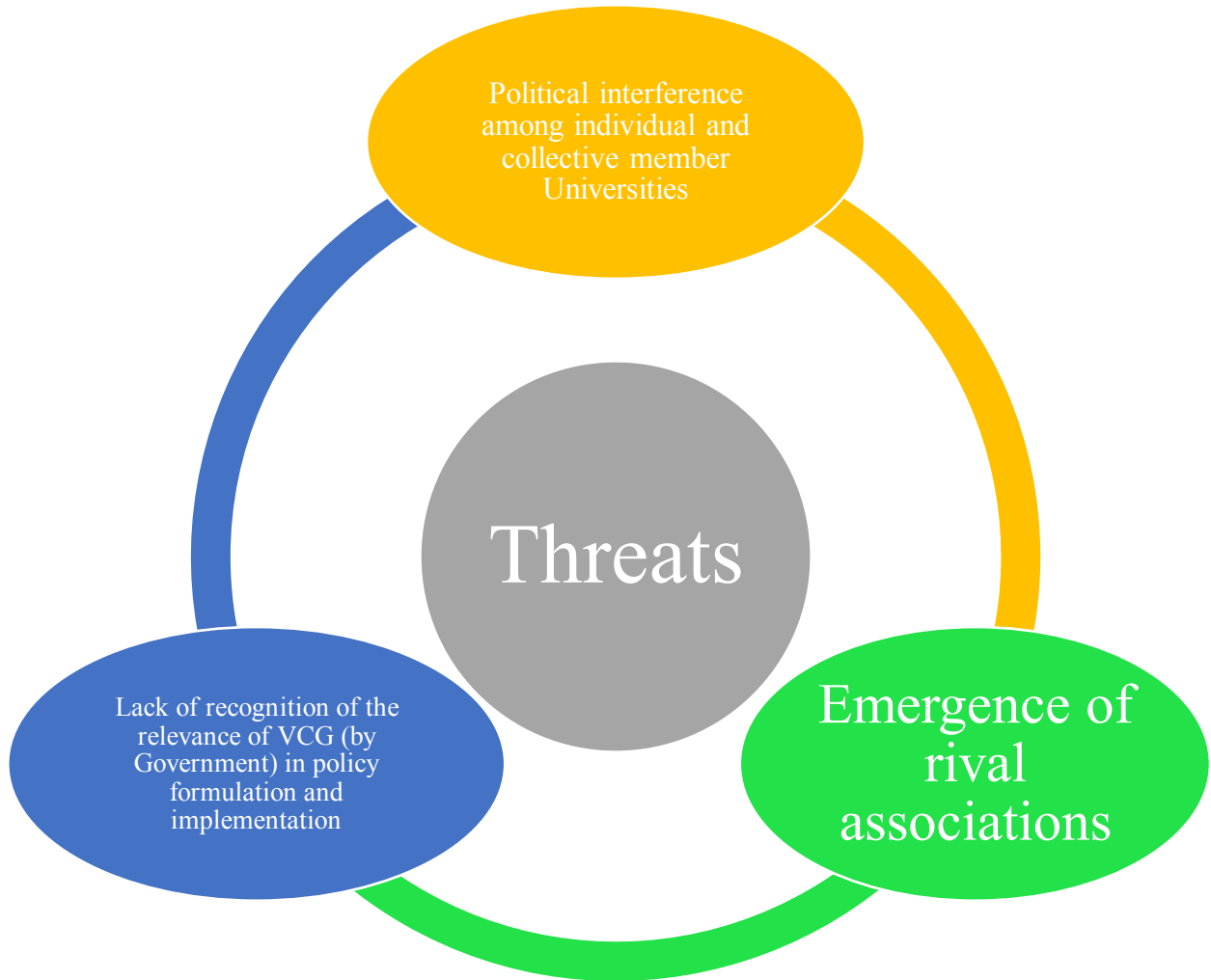
(C) OPPORTUNITIES

These are relevant prospects which when exploited could facilitate the attainment of strategic objectives of VCG



(D) Threats

These are external forces whose actions and presence directly negate strides made towards attaining strategic objectives of VCG



STAKEHOLDER VALUE PROPOSITION ANALYSIS

Stakeholder Values Analysis

The nature and purpose of VCG indicates that the organization has to give critical consideration to the benefit that it delivers to diverse stakeholders. The matrix below shows the value proposition that VCG provides each stakeholder. Armed with these insights, VCG will be better positioned to serve its stakeholders in such a way as to become indispensable in their efforts to carry out their respective functions. VCG will thereby be ensuring that its relevance, contribution and stature continue to grow into the future. The key stakeholders of VCG are in presented in Table below:

STAKEHOLDER	VALUE PROPOSITION	WHY VCG?
Private Sector	<ul style="list-style-type: none"> Promoting the universities & creating awareness about what they can do together Active support for new product incubator concept leading to new business spin-offs 	<ul style="list-style-type: none"> Central role in coordinating knowledge and information base
Public Sector	<ul style="list-style-type: none"> Promoting the universities & creating awareness about what they can do together Active support for public policy-making Support for policy and programme implementation, monitoring & evaluation 	<ul style="list-style-type: none"> Central role in coordinating knowledge and information base Oversight responsibility of a powerful knowledge production centre and store
GTEC	<ul style="list-style-type: none"> Assist in fulfilling its mandate Enhance effectiveness of GTEC <ul style="list-style-type: none"> Provide timely & reliable data/information Provide advice on issues relating to Higher education Cascade GTEC capacity building initiatives (downstream) 	<ul style="list-style-type: none"> One stop shop Respond promptly to their requests Custodians of reliable & accurate data/information on public universities Partners in university development & management
General Public	<ul style="list-style-type: none"> Confidence in the higher education system Better understanding of the structure & purpose of Higher education through the provision of information Making the case for increased investment in Higher education & the need for cost recovery 	<ul style="list-style-type: none"> Custodians of reliable & accurate data/information on public universities Image & authority of VCG

STAKEHOLDER	VALUE PROPOSITION	WHY VCG?
Parliament	<ul style="list-style-type: none"> • Confidence in higher education system • Better understanding of the structure & purpose of higher education through the provision of information • Making the case for increased investment in higher education & the need for cost recovery 	<ul style="list-style-type: none"> • Custodians of reliable & accurate data/information on public universities • Image & authority of VCG • Legitimate influence of VCG
Public Universities	<ul style="list-style-type: none"> • Consultative forum • A common voice • Advocacy • Leadership & management training • Effective leadership of public universities • Collaboration & joint programmes to maximize use of resources • Enhance the reputation of Public Universities • Access to additional financial resources 	<ul style="list-style-type: none"> • Central position of VCG • Shared challenges and similar interests (Unity in diversity) • Legitimate influence & is the first point of call. • A better understanding of the problems & issues facing Public Universities
Private Universities	<ul style="list-style-type: none"> • Enhance staff development opportunities • Facilitate accreditation process • Consultation forum 	<ul style="list-style-type: none"> • Oversight responsibility of a powerful knowledge production centre and store • Oversight role in the institutions that can provide affiliation • Partners in higher education
Other Tertiary Institutions	<ul style="list-style-type: none"> • Enhance staff development opportunities • Facilitate curriculum development • Consultation forum 	<ul style="list-style-type: none"> • Oversight responsibility of a powerful knowledge production centre and store • Oversight role in the institutions that can provide affiliation • Partners in higher education