DR. HILLA LIMANN TECHNICAL UNIVERSITY, WA

STRATEGIC PLAN

(2022 - 2027)

FOREWORD

This strategic plan provides a basis for Council, Vice Chancellor and staff of Dr. Hilla Limann Technical University to turn our challenges in to opportunities for developing DHLTU into a world class institution, true to its vision of imparting knowledge, of developing and applying technology for problem solving, and being of service to the host region and to Ghana in support of poverty reduction, national development and transformation.

We are grateful to all our development partners, both within and outside the Region, who facilitated the process of producing this plan. We have no doubt that we can continue to count on the Government of Ghana, GETFund, GTEC and the bodies regulating tertiary technical education in Ghana for realising our dream. We also hope that the networks being developed by the university with bilateral and multilateral agencies and other Higher Educational Institutions outside Ghana will be deepened in supporting the realisation of the strategic goals of the plan.

Above all, the healthy linkages within the Region, with the Regional Coordinating Council (RCC), industry, farmers' groups, Chiefs, Religious Bodies and Civil Society Organizations will help deepen the community development impact as we strive to implement this strategic plan collectively.

Last but not least, we are grateful to the university management for supporting the production of the strategic plan. It is our hope that they will, with equal enthusiasm, be committed to the implementation of the plan.

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Chairman, Council

MESSAGE FROM THE VICE CHANCELLOR

Traditionally, Polytechnics emerged as inner-city colleges providing for the needs of industry in the city. Later, polytechnics assumed the role of community colleges, meeting the needs of a larger community in which the institution is located. As technical universities, these institutions continue to play that role.

Established in 1999, the Dr. Hilla Limann Technical University (formerly, Wa Polytechnic) is one of the youngest technical universities in Ghana and has the opportunity to learn from the experiences of the older ones. The development of this strategic plan, which is a continuation of the first one which ran from 2006 to 2016, is timely in guiding the development of this technical university to achieve its vision of becoming "a world class center for applied technology and providing career-focused education for rural poverty reduction and national development". In addition to fulfilling the government's mandate of providing tertiary education through full-time courses in fields of manufacturing, commerce, science and applied arts, DHLTU's unique objectives such as a Science and Technology Park and the development of customized, market-driven short courses to enhance the technical capabilities of stakeholders for wealth creation and poverty reduction.

We strongly recommend this document to everybody, especially our development partners and we count on inputs from all quarters to realise the objectives of this strategic plan. We are very hopeful that with the help of all stakeholders, we shall succeed.

May God bless us all.

Prof. Elias N.K. Sowley

Vice Chancellor

ACKNOWLEDGEMENTS

The Council, Vice Chancellor, staff and students of Dr. Hilla Limann Technical University are indebted to all and sundry who contributed in diverse ways to making our dream of preparing a corporate strategic plan a reality. The University community is particularly thankful to the Strategic Planning Committee (SPC) for their hard work in putting together this document. To the teaching and administrative staff of DHLTU, we do acknowledge that without your contribution, the achievement of this feat would have been impossible. Finally, we want to acknowledge the invaluable contribution made by all our stakeholders in the production of this document, for which we are most grateful.

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1. INTRODUCTION

1.1. Preamble

The Dr. Hilla Limann Technical University (formerly, Wa polytechnic) was established in Wa, the capital of the Upper West Region of Ghana, in 1999. As one of the last two technical universities to be established in Ghana, it is the only technical university that was established without the basic infrastructure and human capital to get it off to a good start. The Upper West Region, where the university is located, happens to be one of the least developed regions in the country and is thus deprived and asset-poor. In a bid to meet these and other related challenges and also to be able to fulfill its mandate, this strategic plan has been designed as a corporate plan stating the vision, mission and objectives of the DHLTU and the strategies that would be adopted for their attainment within the next ten years. It is expected that the strategic plan would help develop the Dr.Hilla Limann Technical University into a model institution promoting technology application for rural development and poverty reduction in one of the most deprived regions of Ghana. This will be accomplished through effective human resource development, financial resource mobilization and management, training, research and innovation, the expansion and application of ICT and physical infrastructure development.

1.2. The Strategic Planning Process

Having felt the need to develop a strategic plan for the Dr. Hilla Limann Technical University, a six-member Strategic Planning Committee (SPC) was constituted. (See full list of membership in Appendix 1). The committee was charged with the task of drafting a five-year Strategic Plan for the DHLTU. In order to gather data for the Plan and to ensure that it enjoyed ownership of the university community, the Strategic Planning Committee successfully organised a Consultative Forum comprising management, staff and students on the 10th and 11th of April, 2021. The two-day workshop provided an ideal forum for members of the Dr. Hilla Limann Technical University Community to meet and brainstorm for the development of a corporate plan for the institution. In addition to identifying the mandate and mission statements for the polytechnic, the participants also identified the strengths, weaknesses, opportunities and threats (SWOT) of the Institution. Members of the SPC also carried out an institutional diagnosis of which fieldwork formed an integral part. Using the SWOT analysis, the thrust areas in this plan were identified and the goals, projects, objectives, work and action plans were also developed.

1.3. Profile of Dr. Hilla Limann Technical University

The Dr. Hilla Limann Technical University started in September 1999 as Polytechnic. However, it was not until 2002 that the interim Governing Council was appointed by Government to provide policy direction to the Polytechnic. The first batch of tertiary student was admitted in 2003 to pursue HND programmes in Agricultural Engineering and Secretaryship and Management studies. Following the passing of Technical University Act,

2016 (Act 922), the Technical University (Amendment) Act 2018 (Act974) and the Technical University (Amendment) Act 2020 (Act1016), Wa Polytechnic was converted into a Technical University.

As the only Technical University that started without the requisite infrastructure and seed money, the DHLTU faced very challenging teething problems. For nearly a decade after its establishment, the Dr. Hilla Limann Technical University operated from borrowed buildings. For example, while the Wa Municipal Administration released their former offices to house the Central Administration of the University, the Wa Secondary Technical School offered a four classroom block to serve as classrooms, library, and computer laboratory as well departmental offices. The Controller and Accountant General's Department and the Institute of Adult Education, Wa also provided a hall each to serve as additional temporary classrooms.

The university later acquired land for its permanent site and developed a masterplan to guide the orderly development of physical infrastructure. With funding from the Ghana Education Trust Fund (GETFund), the University was able to build a modern administration block, a lecture theatre complex, a multipurpose workshop, and some bungalows for staff. Residential facilities for students are still non-existent. With the current funding allocation from GETFund dwindling funds are insufficient to meet the numerous pressing needs of the University.

1.4. Vision

To become a world class centre for applied science and technology and applied arts to provide career-focused education for rural poverty reduction and national development.

1.5. Mission

The Dr Hilla Limann Technical University is a Government institution devoted to providing quality tertiary education through offering three-year Higher National Diploma (HND), degree and non-formal short term programmes and courses. The University aims at becoming a leader in providing courses in a variety of subject areas using competency-based learning, especially in the engineering, applied science and technology and management to meet the need of business, industry, the service sector and society at large.

1.6. Mandate

The laws establishing the University are the Technical Universities Act, 2016 (Act 922); the Technical University (Amendment) Act 2018 (Act974) and the Technical University (Amendment) Act 2020 (Act1016). The law defines the University's mandate as follows:

To;

- Provide tertiary education through full time courses in the field of manufacturing, commerce, science, Applied Arts and such other areas as may be determined by the authority responsible for higher education.
- Encourage study in technical subjects at tertiary level
- Provides opportunity for life-long development, research and publication of research findings
- Provide opportunities for life-long learning based on industry and community demands
  The University is supervised by the Ghana Tertiary Education Commission (GTEC), governed by the University Council and funded by the state and the Ghana Education Trust Fund (GET Fund). It offers National board of professional and Technician Examination (NABPTEX) and National Accreditation Board (NAB) approved Higher Level Diploma programmes.

Our core values are:

- Quality
- Equity
- Transparency
- Team spirit
- Innovativeness
- Environmental sustainability

1.7. Assessment of Internal and External Environment

A "SWOT" analysis was conducted to identify the strengths and weaknesses in the University's internal environment as well as the opportunities and threats in its external environment.

1. Process Adopted for Data Collection

   Information required for the SWOT analysis was collected earlier from a wide variety of stakeholders. This included employers of the polytechnic's past and present students, staff and officials of the National Council for Tertiary Education (now Ghana Tertiary Education Commission (GTEC), the National Accreditation Board, the NABPTEX, the GETfund and the Ministry of Education and sports (MOES). Local Government officials and civil society groups provided useful information. A Consultative Forum held on the 10th and 11th of April, 2021 built on data obtained at a strategic planning workshop on 26th and 27th September, 2005 in Wa under the auspices of SIAST, Canada with funding from CIDA, where participants brainstormed to come up with the strengths, weaknesses, opportunities and threats outlined below. This was followed by the administration of assorted questionnaires to alumni,

continuing students, faculty members, administrative and supporting staff and also to industry, governmental and parastatal organisations and traditional rulers for purposes of internal and external scans.

1.7.1.1. Internal Scan

In order to identify areas of opportunity where the strengths of theuniversity could be applied for maximum advantage while managing the threats, the following questions guided the brainstorming session:

- What makes us special?
- What resources, strategies and performance do we handle well?
- What are our major internal strengths?

(a) Strengths

The specific areas of strength of the DHLTU are:

- A committeduniversity council, staff and students
- Good leadership
- Existence of reliable stakeholders willing to contribute to the development of the polytechnic
- Ability to learn from the experience of other institutions which are more developed
- Capacity of the university to attract external partners, e.g. World Bank, JICA, Spanish Grant, etc.
- Encouragement and goodwill from government, parastatals and other stakeholders
- Support from Regional Coordinating Council, chiefs and opinion leaders and other stakeholders
- One of three tertiary institutions with unique programmes in the Upper-West Region
- Good relationship between teaching and non-teaching staff
- Protected land available to the university for expansion
- Well-developed masterplan to guide the future development of the polytechnic

(b) Desired Strengths

Among our desired strengths are:

- Ability to recruit and retain adequate number of qualified academic and administrative staff
- Ability to work as a team to accomplish our goals
- Establishment of a reliable internet facility and other communication infrastructure
- Adequate infrastructural facilities such as student hostels, office and residential accommodation for staff, modern library facilities, a developed and active technology

park, utilities, access ties, a developed and active technology park, utilities, access roads, recreational facilities, and state of the art ICT facilities on campus

- Acquisition of sufficient funding (seed money) to provide for minimum infrastructure development
- Ability to raise adequate funds internally and externally.

1.7.1.2. External Scan

The SPC undertook an environmental scan involving an analysis of the external factors which impact on the work of Dr. Hilla Limann Technical University. This process helped identify the opportunities and threats critical to the determination of our strategic realities.

(a) Opportunities

Our key opportunities are:

- Conversion into a Technical University
- Migration unto public universities' salary structure will serve as an attraction for qualified staff
- Stable democratic environment and social cohesiveness at all levels provide strong basis for growth
- Support from Regional Coordinating Council, chiefs and opinion leaders
- Government's commitment and support for Technical Education
- Abundant land for physical development and expansion
- Development of a technology park to bring industry and the university together to facilitate invention, innovation, new product development, and commercialization; Technology park and other ongoing infrastructure development are big opportunities
- Existence of technical and vocational institutes to serve as feeders
- Nearness to French-speaking countries, an opportunity to attract students from these countries and to learn from their best practices
- Nearness to other tertiary institutions e.g. S.D. Dombo University of Integrated Business and Development Studies (UBIDS), University for Development Studies (UDS) for collaboration
- The only technical-oriented tertiary institution in the region
- High motivation of prospective students to upgrade themselves
- Opportunity to develop programmes that are locally relevant
- Ready access to resources of other organisations like Savana Agricultural Research Institute (SARI), Ministry of food and Agriculture (MOFA), German International Development Agency (GIZ), Ghana Irrigation Development Authority (GIDA), the Wa Technical Institute etc.
- Increased donor interest and support because of status as "deprived"

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- Availability of land suitable for establishing an experimental and research farm for improving students' competencies
- Staff expertise to provide consultancy services
- Opportunity as a new institution to learn from the experience of other Technical Universities
- Exploitation of the growing interest in revolutionising agriculture in Ghana
- Access to external funding e.g. GET Fund, Skills Development Fund (SDF), and CIDA
- Collaboration with NGOs and other developmental partners

(b) Threats
The main threats are:

- Inadequate job opportunities for graduates
- Low industrial base within the region
- Remoteness and negative perception of the region
- Bad nature of roads to Accra and other regions
- Inadequate road network on new campus
- Bushfires during dry season
- Nonexistent landscaping at university's permanent site
- Weak regional economic base
- Lack of seed money to start the technical university
- Inadequate funding by government
- Harsh economic and environmental conditions
- Low level of literacy within the catchment area of the university
- Disruption of academic calendar due to staff and student agitations within the tertiary sector
- Inadequate places for industrial attachment for students
- Competition with well-established technical universities
- Delay in construction and completion of physical infrastructure
- Expansion of programmes at the expense of quality
- Delays in accreditation of new programmes

To move the university to its desired state, the following corporate strategic directions have been identified:

- Initiate action programmes to enhance and promote training, research and innovation
- Develop highly qualified human resources to deliver technical university programmes
- Develop physical infrastructure and support services to attract staff and students, and to enhance teaching, learning and research
- Expand use of ICT throughout the institution
- Improve financial resource mobilization and management

2. STRATEGIC THRUSTS

2.1. Strategic Thrust 1: Training, Research and Innovation

Strategic Goal: INITIATE ACTION PROGRAMMES TO ENHANCE AND PROMOTE TRAINING, RESEARCH AND INNOVATION

Time Frame:
S = short term
M = medium term
L = long term

Objective	Strategies	Time Frame			Financial/Other Inputs	Responsibility	Expected Output or Performance Indicator	Source of Funding
		S1	M2	L3				
Training								
1. Design demand-driven and competency-based programmes	Identify new programmes, develop and implement. Create virtual platform for teaching and learning				Ghc 620,000.00	University Council, Academic Board HODs,	Two new programmes implemented yearly.	GoG, GETfund, Internally Generated Funds (IGF), CIDA,
2. Implement new programmes in line with University's mission using competency-based learning (CBL)	Identify priority list for Curriculum renewal using CBL based on industry inputs. Institute periodic review of programs to reflect current trends every five years.				Gh¢ 300,000.00	University Council, Academic Board HODs,	One existing programme renewed every 2nd year using CBL methodology.	GoG, IGF
3. Institute systematic review of existing progrmmes	Identify & prioritize list for new training materials to be developed on yearly basis; develop budget and timeliness. Develop new learning materials.	S	M	L	Gh¢ 680,000.00	Academic Board Deans, HODs	Training material lists provided & prioritized for each budget year. Systematic development of new materials.	GoG, GETfund, IGF
4. Develop enriched curriculum	See also HR strategy.	S	M	L		University Administration	Teachers upgraded systematically as per human resource	GETfund, CIDA,

materials					development plan.	
5. Upgrade teachers with new technical & teaching skills	Prepare curriculum, train teachers and implement in all years.	S M L S M	Gh¢ 382,000.00	University Council, Vice Chancellor Academic Board, Dean of students & HODs	About 20% of Academic Staff obtains terminal degrees	GoG, GETfund, IGF
6. Provide quality industrial attachment for students and faculty.	Establish linkages with industries, employers, business and graduates for workplace training. Provide industry attachments. Intensify industrial attachment for staff and students	S S M L	Gh¢ 400,000.00	University Council, Vice Chancellor, Industrial Liaison Officer Academic Board, Academic Deans HODs.	Industrial attachment opportunities increased by 25% yearly.	GETfund
7. Conduct staff training needs assessment	Implement training needs assessment (including ICT needs), analyze results & implement training systematically for all faculty and staff. Prepare departmental training plans for faculty and staff & implement. Provide computer training for all students	S M L	Gh¢ 350,000.00	Vice Chancellor, Deans, HODs, planning Dept. ICT Committee, Vice Chancellor, Deans, HODs, planning Dept. ICT Committee HODs	Staff training needs assessed; Computer training plans developed and training provided for faculty & staff. Numbers of staff accessing ICT training increased by 20% per year. 100% of students have at least introductory computer courses.	GoG , GETfund, IGF, CIDA

8. Provide computer training for all faculty, staff and students (see also ICT priority thrust Area).	Survey potential students to develop customized programmes (sandwich, evening classes, part-time HND, etc.) implement new programmes	S S M L	Gh¢ 1,800,000.00	Director of ICT; HODs	One new strategy developed and implemented by 2024; second strategy implemented by 2026	IGF; GETfund
9. Determine new delivery strategies to attract part-time and other students	Resource the Directorate for Academic Planning Quality Assurance for enhanced performance. Conduct regular surveys on staff/ students/alumni/ employer satisfaction. Train staff in monitoring & evaluation procedures; Implement monitoring & evaluation system for all programmes Organize sandwich and evening programs.	S M L S M L	Gh¢ 800,000.00	Director of Planning	Directorate for Academic Planning Quality Assurance well resourced. Survey questionnaires developed and implemented for student satisfaction, employer satisfaction and tracer studies on graduate employment. Results analyzed and used to improve teaching and learning, and enhanced employment opportunities for graduates.	IGF, GETfund, Development Partners
10. Develop quality assurance framework in teaching, research & service						

Research						
1. Stock library with appropriate research journals including electronic materials	Establish an e-library. Prepare inventory of required research books and journals (both print and electronic) Determine annual budget for purchase of materials, prepare orders and purchase electronic catalogue system	S S M L	Gh¢ 600,000.00	Head of library	Inventory of minimal requirements for books and journals prepared. Budgets prepared on an annual basis Materials purchased and utilized	GoG GETfund IGF Development partners
2. Promote applied & collaborative research and technology innovation with industry and community groups	Employ a manager of the technology park to liaise with all HOD's and entrepreneurs located within the park Prepare inventory of local and regional businesses, industries and potential community partners identify collaborative research projects	S S S M L	Gh¢ 200,000.00	Manager of Technology Park and HODs Manager of Technology Park	Manager of Technology Park hired. Findings of applied research commercialized. Inventory of potential partners prepared. List of potential collaborative projects identified & prioritized	GoG GETfund IGF Development partners Business and industry partners & NGO's
innovation						
1. Provide an enabling environment for teaching & learning	Institute innovation and research fund	S M L	Gh¢ 200,000.00	Council Vice Chancellor Academic Board	Research fund established and been disbursed	IGF GETfund Development partners
	Ensure that inventions by staff and student are patented and have relevant copyrights	L	Gh¢ 150,000.00	Registrar Librarian University Lawyer	All staff and students' inventions patented and relevant copyright documentations done	IGF GETfund
	Institute an award system for innovation	S M L	Gh¢ 150,000.00	Council Vice Chancellor Academic Board	Innovation award system instituted	IGF GETfund

	Institute periodic exhibition of innovations as a means of promoting and encouraging innovation at all levels of the university.	S M L	Gh¢ 150,000.00	Vice Chancellor Deans Academic Board	Regular exhibitions of inventions instituted. Public awareness of activates of DHLTU enhanced.	IGF GETfund Development partners.
	Appoint a Technology Park manager	S M	Gh¢ 550,000.00	Council Vice Chancellor Academic Board	Technology Park manager appointed	GoG
	Develop expertise in all aspects of renewable energy, water service delivery including bore-hole maintenance and irrigation.

Organize sandwich and evening programmes.

Identify and execute research projects | S   M

S   M   L

S   M   L | Gh¢ 600,000.00

Gh¢ 1,200,000.00 0

Gh¢ 920,000.00 | Vice Chancellor, Head of Agricultural Engineering Department

Other complementary departments

Head of Agricultural Engineering Department other complementary Departments. | Renewable Energy Centre physical structure completed and furnished with equipment.

Incorporate renewable energy content in formal training.

Non-formal training courses in RE offered at least 2 per year. | GETfund, IGF

Development partners |
| 2. (a) Create a | Draw a policy for | | Gh¢ | Vice Chancellor | At least two genral | GET fund IGF, |

renewable energy (RE) center of Excellence at University and incorporate into the Technology Park.	training, research and innovation for the university.		250,000.00	HoDs	non-formal training courses offered per year	Busniess and industry partnerd, development partnes Municipal and district assemblies
					Renewable form courses increased by 15% per year	
(b) Prepare and implement formal and non-formal training courses.	Undertake community needs assessment to determine non-formal training needs in the community.		Gh¢ 480,000.00			
3. Identify new non-formal training needs in communities.	Prepare and implement customized short training courses					

2.2. Strategic Thrust 2: Human Resource Development

Strategic Goal: DEVELOP QUALITY HUMAN RESOURCES TO DELIVER UNIVERSITY PROGRAMMES

Time Frame:

S	*short term*	Jan. 2022- Dec.2023
M	*medium term*	Jan.2024-Dec.2025
L	*long term*	Jan. 2026-Dec.2026

Objective	Strategies	Time Frame			Financial/Other Inputs	Responsibility	Expected Output or Performance Indicator	Source of Funding
		S[1]	M[2]	L[3]				
1.Attract, develop, motivate and retain high caliber staff	Provide adequate staff offices, residential accommodation, workshops, laboratories, libraries and logistics	**S - L**			Gh¢ 5,000,000.00	University Council, V. C, Registrar Director of Works & Physical Development and Estate Officer	Adequate Staff offices, residential accommodation and other academic facilities provided	GETfund, Development partners
	Design incentive packages and bonus on annual basis.	**S**			Gh ¢150,000.00	V C Registrar Deans HoDs	Availability and timely delivery of incentives	IGF and development partners
	Develop and implement faculty and staff training needs assessment on annual basis	**S - M- L**			Gh¢250,000.00	Pro VC Deans, HoDs	Staff training needs assessment and priority programmes identified	IGF, GETfund.
	Secure financial clearance and advertise for	**S – M - L**			Gh¢100,000.00	University Council, VC	Appropriate staffing level obtained	GOG, GETfund, Development

	recruitment of qualified staff					partners
	Implement stipulations of harmonized scheme and conditions of service. Institute staff appraisal system for all categories of staff.	**S – M - L**	Gh ¢80,000.00	VC Registrar Deans HoD	All staff have appropriate job description. Annual performance review instituted.	IGF
	Develop and implement a staff orientation programme.	**S**	Gh ¢80,000.00	Pro. VC Registrar Deans Quality Assurance Officer	Staff orientation programme developed and implemented	IGF
2. Carry out general health awareness programme at the university and surrounding communities	Develop and implement institutional policy for general health awareness and other relevant policy document.	S- M	Gh ¢80,000.00	Health Committee, Registrar	Institutional Health Policy and other policy documents implemented	IGF
	Institute general health awareness programmes.	S	Gh ¢80,000.00	Health Committee	Awareness level increased and general health improved	IGF, GHS
3.Institutionalise staff Welfare Policy	Develop and implement institutional welfare policy.	S	Gh ¢120,000.00	Pro VC, Welfare Committee	Institutional Welfare Policy developed and implemented	Staff Welfare Fund, IGF

2.3. Strategic Thrust 3: Physical Infrastructure Development

Strategic Goal: DEVELOP PHYSICAL INFRASTRUCTURE AND SUPPORT SERVICES   *Time Frame:* **S** *= short term*
TO ATTRACT STAFF AND STUDENTS AND TO ENHANCE TEACHING,   **M** *= medium term*
LEARNING AND RESEARCH   **L** *= long term*

Objective	Strategies	Time Frame			Financial/Other Inputs	Responsibility	Expected Output or Performance Indicator	Source of Funding
		S[1]	M[2]	L[3]				
1. Complete planned physical infrastructure of Dr. Hilla Limann Technical University and acquire appropriate equipment and furnishing	Revise and update existing physical development master plan to suit available resources	S			Gh¢ 150,000.00	University Council, Vice Chancellor, Director of Works and Physical Development (WPD)	Master plan revised reflecting current infrastructure needs	GETfund, IGF.
	Identify priority building projects and prepare planning documents	S			Gh¢ 100,000.00	Vice Chancellor Director WPD	Priority building projects and planning documents identified and prepared.	IGF
	Repackage and ensure completion of pending infrastructure projects (students hostel, faculty building and staff accommodation)	S M L			GH¢ 120,000,000.00	Vice Chancellor, Director WPD, Procurement officer	Pending infrastructural projects (students hostel, faculty building and staff accommodation) repackaged and completed	IGF GETfund
		S M L			GH¢ 20,000,000.00	Vice Chancellor Director WPD	New projects (Fence, Technology park and gates) Initiated and completed and in use.	IGF GETfund Partners
2. Develop and	Restructure and	S M			GH¢	Vice Chancellor,	Works and physical	IGF

Implement a comprehensive estate management plan	strengthen works and physical development directorate			150,000	Registrar, Director WPD.	development directorate restructured and strengthened. Estate management plan developed	GoG
	Develop estate management plan	S M			Estate Officer Planning Officer		IGF
	Establish units under works and physical development directorate	S M			Vice chancellor, Registrar, Director WPD	Units under Work and Physical Development Directorate established	IGF
		S M					
	Recruit requisite staff for works and physical development directorate units				Vice chancellor, Registrar, Director WPD	Requisite staff for units of Works and Physical Development Directorate recruited	IGF
3. Design and complete road works, water and sewage system	Complete ongoing internal road projects	S M L			Vice chancellor Director WPD Consultants	Ongoing road projects completed	GOG, GETfund
	Prepare and implement landscape plan	S M L		GH¢ 1,850,000.00	Estate Officer Planning Officer	Landscape plan prepared and implemented	
	Enhance water supply system	S M L			Vice chancellor Director WPD Consultants	Water supply system enhanced	
	Develop and implement a central sewage management system	S M L			Vice chancellor Director WPD Consultants	Central sewage treatment system developed, completed and functioning	
4. Design and implement comprehensive	Recruit, train and retain adequate security personnel.	S M L		GH¢ 1,000,000.00	University Registrar, Chief Security Officer	Security personnel recruited and trained	IGF GoG

security management system	Establish a university police post on campus				University Police post established and functioning	GOG
	Provide modern security equipment and gadgets to enhance the work of the security unit	S M L			Security unit equipped with modern security equipment and gadgets.	IGF
5. Develop staff and students social support centers	Develop staff and students common areas with ancillary facilities.	S M L	GH¢ 2,000.000.00	Director WPD, Planning Officer, Union leaders, SRC	Staff and students' common areas with ancillary facilities developed and functioning.	IGF GETfund
6. Initiate and complete new projects	Secure the university land with a fence.

 Design and construct a technology park

Design and construct a university primary school

Design and construct university hospital

Design and construct university fueling station. | S M L

S M L | Gh¢ 10,000,000.00 | Council Vice chancellor Director WPD Consultants. | University land secured with fence.

Technology park designed and constructed

University primary designed and constructed

University hospital designed and constructed

University fueling station designed and constructed | IGF GoG GETfund Partners |

2.4. Strategic Thrust 4: Expansion and Application of ICT strategic Goal:

EXPAND THE USE OF ICT THROUGHOUT THE INSTITUTION

Underlined persons have a major responsibility

Time frame: **S** = short Term

M = medium Term

L= Long Term

Objective	Strategies	Time Frame			Financial/ other inputs	Responsibility	Expected Output	Source of Funding
		S[1]	M[2]	L[3]				
1. Improve, standardize, and increase flexibility for physical and virtual learning spaces that correlate to identified teaching and learning needs	Analyze the university's need for general purpose or school/departmental computer labs and develop a comprehensive computer lab plan and set up a customized computer lab for each school/lab	S1	M2	L3	Gh¢ 6,000,000.00	HoDs, DICTS, VC, Pro-VC	Computers procured and installed with appropriate software for each Faculty /department	GETfund/ IGF
	Set up virtual learning platform for all departments to support teaching and learning	S1	M2	L3	Gh¢ 45,000.00	DICTS, Deans, HoDs	Online teaching and learning introduced with all courses uploaded. Lecturers and students trained and registered to use the online teaching and learning system	IGF GETfund
	Identify and equip lecture halls and classrooms with teaching and learning aids	S1	M2	L3	Gh¢50,000.00	DICTS	Identified teaching and learning aid installed	IGF

1. Improve Accessibility through Expanded Wireless Access, Mobile Device Support, and Virtual Computing Infrastructure.	Improve and expand wireless (data and voice) access to promote ubiquitous, mobile access to resources, systems, services, and tools for teaching and learning.	S1			Gh¢ 100,000.00	DICTS	Uninterrupted wireless internet service installed with quota system implemented	IGF GETfund
	Expand accessibility to software and systems through application virtualization computing.	S1	M2	L3	Gh¢ 80,000.00	DICTS, HoDs, VC, Pro-VC	Online simulation software signed-on for all technical programmes	IGF GETfund
	Acquire state-of-the-art equipment to improve facilities (including online library access) for students and staff	S1	M2	L3	Gh¢100,000 0.00	HoDs, VC, Pro-VC	State-of-the-art equipment acquired	IGF GETfund
2. Provide Quality Customer Service and Technology Support	Implement processes, tools, and applications that centralize, simplify, and improve the management of operations for both students and staff.	S1	M2	L3	Gh¢ 55,000.00	DICTS	Customized software identified and procured.	IGF GETfund
	Expand the use of single-sign-on technology to simplify access to applications and services.	S1	M2	L3	Gh¢60,000 .00	DICTS	Software installed with special login credentials	
	Enhance the University's website to provide clearer descriptions of Department structure, services, and contacts.	S1	M2	L3	Gh¢ 30,000.00	DICTS, HoDs, Unit Heads	Vibrant and dynamic website created with input from all staff and selected students	
	Set up physical and electronic helpdesk to support staff, students, and the public.	S1			Gh¢ 40,000.00	DICTS, VC, Pro VC	Front desk office created, equipped with dedicated landline and internet	GoG IGF GETfund

	Develop and implement an ICT training programme for staff involved in research and career development and other specialised areas				Gh¢ 50,000.00	Pro. VC DICTs Deans	Training needs identified. All staff trained in various areas with a scheduled timetable	IGF GETfund
3. Maintain and Enhance Information Security	Procure and install security devices and software, i.e. Antivirus, CCTV cameras, firewall to protect the university technology assets and data (Physical/Electronic) to support institutional growth	S1	M1	L3	Gh¢ 45,000.00	DICTS, Directorate of Procurement	All security devices and software identified, procured, and installed.	IGF GETfund
	Develop and enhance security controls (administrative, technical, physical) to ensure confidentiality, integrity, and availability of information through structured network and server systems.	S1	M2	L3	Gh¢ 45,000.00	DICTS, FINANCE	A high-speed server purchased and installed with all security features implemented. All outdated network cables replaced.	IGF GETfund
	Set up biometric/fingerprint attendance register at administration and lecture halls, labs for staff and students	S1	M2	L3	Gh¢ 50,000.00	DICTS, HoDs, VC, Pro-VC	Biometric equipment identified with specification and installed	IGF GETfund
4. Establish on-campus data center	Identify, acquire and install high-speed servers and switches to host core network infrastructure for the University	S1	M2	L3	Gh¢ 800,000.00	DICTS, VC, Pro-VC, Finance, Estate	An office space allocated and all equipment procured and installed	IGF GETfund

2.5. Strategic Thrust 5: Financial Resource Mobilization and Management

Strategic Goal: TO IMPROVE FINANCIAL RESOURCE MOBILISATION AND MANAGEMENT

Time Frame: **S** = *short term*
M = *medium term*
L = *long term*

Objective	Strategies	Time Frame			Financial/Other Inputs	Responsibility	Expected Output or Performance Indicator	Source of Funding
		S[1]	M[2]	L[3]				
1. improve collaboration with other institutions	Strengthen the capacities of the directorates of the university for purposes of collaboration and networking.	S M L			Gh¢ 300,000.00	Vice Chancellor Pro. Vice Chancellor Registrar	Capacity of directorates of the university strengthened.	IGF GoG
2. improve the level of financial management and control in the institution	Ensure prudent management of the University's finances	S	M	L	Gh¢ 50,000.00	Director of Finance Director of Audit	Financial procedures producing effective financial management strictly followed.	IGF
	Upgrade staff of the university's finance directorate through training.	S	M	L	Gh¢ 300,000.00	Vice Chancellor Director of Finance Director of Audit	Finance staff effectively managing finances with required skills.	IGF

	Strengthen internal audit processes	S	M	L	Gh¢ 50,000.00	Vice Chancellor Director of Finance Director of Audit	Audit procedures in line with audit practices strictly followed.	IGF
	Computerize accounting functions.	S			Gh¢100,000.00	Vice Chancellor Director of Finance Director of Audit Procurement Officer	All computers in the Finance Directorate installed with budgeting, accounting and reporting software.	IGF
3. Identify areas for revenue generation	Appoint Business Manager; Establish Institution-based consultancy unit. Develop a sharing formula for proceeds of extra training services and research. Establish commercial university farms	S	M	L	Gh¢ 180,000.00	Manager, Technology park, principal.	Manager Technology Park, and Fundraising Committee appointed. Revenue to University from IGF increased by 15% annually.	IGF
	Identify government & other grants and funding opportunities.	S	M	L	Gh¢ 60,000.00	Business Manager, Manager of Technology Park & Grants Officer	Grants, opportunities identified and reported on every six months; income from grants etc. increased by 15% annually.	IGF, NGOs, Business and Industry partners, GoG & development partners
	Establish commercial Units (IGF units) in various departments.	S	M	L	Gh¢ 100,000.00	Business manager, Grants Officer & HODs	One new commercial unit established each year	IGF

	Introduce new customized programmes to increase student enrolment.	S	M	L	Gh¢ 420,000.00 billion	Pro VC, Business Manager, Deans & HODs	Customised programme intake increased by 10% annually	IGF
	Involve Alumni in the business drive of the University.	S	M	L	Gh¢ 60,000.00	Industrial Liaison Officer, SRC , Dean of Students	1% of recurrent budget realized from alumni.	IGF

3. ACTION PLAN SUMMARY

STRATEGIC THRUST	ESTIMATED COST (GHC)
1. Strategic Thrust 1	10,632,000.00
2. Strategic Thrust 2	5,940,000.00
3. Strategic Thrust 3	155,250,000.00
4. Strategic Thrust 4	7,550,000.00
5. Strategic Thrust 5	1,620,000.00

TOTAL   180,992,000.00

APPENDIX

APPENDIX 1

MEMBERSHIP OF STRATEGIC PLANNING COMMITTEE

1. Dr. Solomon Daniseh   Chairman
2. Mr. Felix Nantogmah   Member
3. Mr. Joseph Bendah   Member
4. Mr. Cuthbert Kuupiel   Member
5. Mr. Vitus Songotuah   Member
6. Ms. Hawa Awuro Sam   Member

APPENDIX 2

MEMBERS OF THE STRATEGIC PLANNING MONITORING AND EVALUATION TEAM.

1. Dr. Solomon Daniseh   Chairman
2. Mr. Felix Mustapha Nantogma   Member
3. Mr. Joseph Bendah   Member
4. Mr. Cuthbert Kuupiel   Member
5. Mr. Vitus Songotuah   Member
6. Ms. Hawa Awuro Sam   Member

APPENDIX 3

LIST OF STAKEHOLODERS AND THEIR ACRONYMS

ACCA	Association of Certificate Chartered Accountants
ADRA	Adventist Relief Agency
CIDA	Canadian International Development Agency
DANIDA	Danish International Development Agency
JICA	Japan International Cooperation Agency
UDS	University for Development Studies
SIAST	Saskatchewan Institute of Applied Science and Technology
CUSO	Canadian Volunteer Service Organization
NAB	National Accreditation Board
DA	District Assembly
RCC	Regional Coordinating Council
NCTE	National Council for Tertiary Education
NABPTEX	National Board for Professional and Technician Examinations
GETFUND	Ghana Education Trust Fund
AGI	Association of Ghana industries
NBSSI	National Board for Small Scale Industries
NVTI	National Vocational Training Institute
GBA	Ghana Bar Association
GCC	Ghana Chamber of Commerce
ICA	Institute of Chartered Accountants
FDB	Food and Drugs Board

GSB	Ghana Standard Board
MOFA	Ministry of Food and Agriculture
SARI	Savanna Agricultural Research Institute
GT	Ghana Telecom
GP	Ghana Post
VRA	Volta River Authority
NWC	North West Consortium
CRS	Catholic Relief Service
TMD	Traditional Medical Practitioners
GPRTU	Ghana Private Road Transport Union
CWSA	Community Water and Sanitation Agency
PDL	Plantation Development Limited
GCC	Ghana Cotton Company
IRS	Internal Revenue Service
AS	Audit Service
CEPS	Customer, Exercise and Preventive Service
WVI	World Vision International
EQUALL	Education Quality for All
PEPS-C	Producers Enterprises and Production Centre
GEA	Ghana Employers Association
GIDA	Ghana Irrigation Development Association
GHS	Ghana Health Service
PRONET	Professional Network Association
GPS	Ghana Police Service
PROTOA	Progressive Transport Owners Association
GIS	Ghana Immigration Service

GFS   Ghana Fire Service