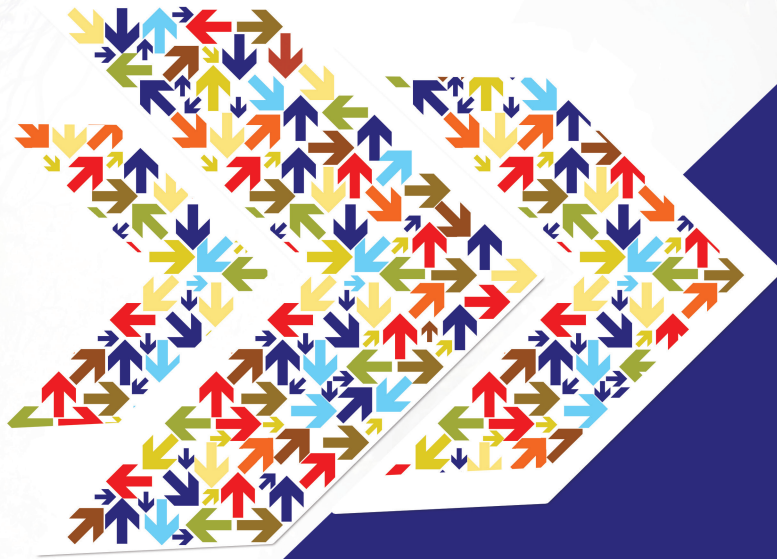




UNIVERSITY OF EDUCATION, WINNEBA



# CORPORATE STRATEGIC PLAN **2014-2018**



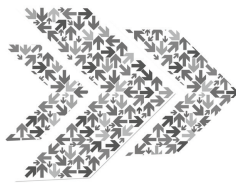




**UNIVERSITY OF EDUCATION, WINNEBA**

CORPORATE  
STRATEGIC PLAN  
**2014-2018**

## Symbol Concept



“Bringing together diverse ideas, skills, funds and resources from various entities within and outside the University to achieve a common strategic goal.”

The arrows represent the various entities in the University as well as stakeholders

They have varying sizes and point to different directions. This reflects the varied ideas, skills, funds and resources they are contributing to the growth of UEW.

Finally, the arrows are put together to create three arrowheads which point to one direction. This means that UEW is bringing together diverse ideas, skills, funds and resources from various entities within and outside the University to achieve a common strategic goal.



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## Foreword

The second five-year (2009-2013) Corporate Strategic Plan of the University of Education, Winneba was designed to build on the growth initiated under the first five-year (2003-2008) Corporate Strategic Plan, which was developed prior to the attainment of autonomy. An innovative peer-campus-review process was adopted by the Strategic Plan Monitoring Committee (SPMC) to ensure implementation of the 2009-2013 Plan.

The monitoring exercise required annual reviews on the progress of implementation towards achieving the objectives and activities stipulated in the Plan, document cumulative achievements as well as challenges or shortfalls in the implementation of the Plan. The University has undergone remarkable transformations and improvements in its infrastructure and curriculum developments, staffing, student enrolments, environmental quality, mode of

delivery of its core functions, expansion in graduate studies, and promotion of access and equity.

This 2014-2018 Corporate Strategic Plan has been developed to ensure that the University is strengthened to remain focused on its vision of being an internationally reputable institution for teacher education and research; and on its mission of training competent professional teachers for all levels of education as well as conduct research, disseminate knowledge, and contribute to educational policy and development.

The current Plan will vigorously pursue National, Regional and International Partnerships for Development. There is the need to improve on the branding and visibility of the University in the international arena, and to enhance regional and international collaborations



in this highly-technological and globalized world. Another priority area in this Plan is the enhancement of quality assurance. There is also the need to improve on the monitoring and evaluation of academic programmes, institutionalise Control Self-Assessment (CSA) programmes and ensure maintenance of processes, standards, and guidelines for quality assurance in the University.

Priority will increasingly be given to enhancing excellent academic standards in teaching, learning, and research. Provision of state of the art teaching and learning equipment and facilities to consolidate achievements in academic standards will be vigorously pursued. A major area of pursuit will be the strategies elaborated to streamline administrative procedures to adopt the collegiate system of governance in the University. Information and Communication Technology will be used as a major resource for the core functions of the University. Mobilising resources and their judicious use are key priority areas in this Plan, as they are very critical to the core functions of the University.

The Plan still places emphasis on enhancing access and equity to the underprivileged, the marginalized, persons living with disability and to less endowed schools.

Affirmative action strategies have been designed in favour of these groups. The need to continue to improve and expand provision of distance education services, facilities, and opportunities is critical to providing access to education. The issue of gender imbalance both within the academic and administrative sections or units has been comprehensively addressed.

Finally, I take this opportunity to express my profound gratitude to all those who have contributed in diverse ways to the development of this document.

*Professor Akwasi Asabere-Ameyaw*  
*Vice-Chancellor*  
*March, 2014*





## Introduction - The Strategic Planning Process

The University of Education, Winneba has, again, achieved two incredible milestones in its annals as a fully-fledged University with the successful implementation of its second five-year Corporate Strategic Plan (2009-2013) and the celebration of its 20th Anniversary in 2012. Over these two decades of existence, the University has undergone remarkable transformations and improvements in its infrastructure, curriculum developments, staffing, student enrolments, environmental quality and significantly, the mode of delivery of its core functions: teaching/learning, research, and community involvement. However, there are still a number of challenges to overcome for the University to be very competitive with similar institutions especially within the sub-region.

The University, therefore, needs to re-strategise for the next phase of its development.

The 2014-2018 Corporate Strategic Plan serves as the blue-print to further build on these remarkable achievements. The Plan, which seeks to judiciously apply human and financial resources to achieving its strategic objectives and activities, includes a profile, vision and mission of the University, the core values essential for attaining the vision, mission, objectives, and strategies and, finally, a matrix of activities required to implement the strategies.

In July 2013, the Vice-Chancellor set up a committee to develop a concept note for the 2014-2018 Corporate Strategic Plan and to deliberate on the expansion of UEW in line with the collegiate system. A seven-member Strategic Plan Development

Committee (SPDC) was set-up in September, 2013, to engage the University Community in developing the 2014-2018 Strategic Plan. The Committee adopted an integrated “bottom-up and top-down” approach in the process of engagement. Faculties, Institutes, Directorates, Registry, Sections/Units, and other stakeholders were requested by the Committee to review their respective 2009-2013 Strategic Plan Monitoring Committee (SPMC) reports, deliberate on the way forward (critically considering the present situation and where the University desires to be in the future), and submit write-ups or concept notes on their key areas of concern for the next five years. The write-ups were collated and a draft Strategic Plan was developed.

The draft Plan was presented to UEW Management at a Joint-Management meeting at Kumasi in December, 2013. In February, 2014, the SPDC held interactive sessions with the Faculties, Institutes, Directorates, Registry, Sections/Units and other stakeholders at the Winneba, Kumasi, Asante-Mampong, and Ajumako campuses to present the draft working document of the Plan and to ensure ownership by all stakeholders and

successful implementation of the Plan. The feedback was incorporated into the working document. The Committee again, interacted with Faculties, Institutes, Directorates, Registry, Sections and Units to receive their input to develop the matrix of activities, expected outcomes, estimated budget allocations, time frames and responsibilities for the objectives and strategies in the Corporate Plan.

The Committee submitted the final Corporate Strategic Plan draft report to the Vice-Chancellor in March, 2014, for consideration and approval by the University Council.

The University Council directed that a workshop be held to enable its members acquaint themselves with the contents of the plan. The Council suggested that activities should be developed for each strategy in the plan. The activities were developed and finalised. A detailed budget for the plan was prepared at another workshop by a sub-committee. The final draft document was then resubmitted to the University Council for approval.







## Profile of University of Education, Winneba

### 2.1 Establishment

The University of Education, Winneba (UEW) was established by the University of Education, Winneba Act 2004, (Act 672) on May 14, 2004. It was originally established by PNDC Law 322 (1992) as the University College of Education of Winneba (UCEW) through the amalgamation of seven diploma awarding institutions - the Specialist Training College, the Advanced Teacher Training College, the National Academy of Music - all located at Winneba; the School of Ghana Languages, Ajumako; College of Special Education, Mampong-Akwapim; St. Andrews Training College, Asante-Mampong and the Advanced Technical Teacher College, Kumasi.



## 2.2 Special Status and Mandate

The University is charged with the responsibility of producing professional educators to spearhead a new national vision of education aimed at redirecting Ghana's efforts along the path of rapid economic and social development. The University of Education, Winneba is expected to play a leading role in the country's drive to produce scholars whose knowledge would be fully responsive to the realities and exigencies of contemporary Ghana and the West African sub-region.

## 2.3 Student and Staff Population

At the end of the 2007/2008 academic year (i.e. at the beginning of the 2009/2013 Strategic Plan), student enrolment was 25,024 (45% female) comprising 14,175 full-time, 9,284 distance learning and 1,565 sandwich and part-time.

The University had total staff strength of 1,465 (23% female) comprising 322 research and teaching staff and 1,143 non-teaching staff. However, at the end of the 2012/2013 academic year, student enrolment had risen to 43,460 comprising 17,487 full-time, 15,564 distance learning and 10,409 sandwich and part-time. Out of the total enrolment, 18,603 of them were female representing 43%. The University had a total staff strength of 1,998 (23% female), comprising 420 research and teaching staff and 1,578 support staff.



## 2.4 Campuses, Faculties and Academic Departments

The University has four Campuses: the Winneba Campus, the Kumasi Campus, the Mampong-Ashanti Campus, and the Ajumako Campus. A fifth campus to host the College of Distance Education and Extension Services is being developed at Techiman.

The University currently has eleven (11) faculties and forty-nine (49) departments. The faculties are: Faculty of Agriculture Education, Faculty of Science and Environment Education, Faculty of Business Education, Faculty of Technical Education, Faculty of Vocational Education, Faculty of Education and Communication Sciences, School of Creative Arts, Faculty of Educational Studies, Faculty of Languages Education, Faculty of Science Education, and Faculty of Social Sciences Education.



### 2.4.1 Winneba Campus

The Winneba Campus is the main campus of the University and is spread over three sites (North, Central and South) within the Winneba Municipality. The Central Administration of the University is located at the North Campus.

#### School of Creative Arts

The School of Creative Arts has the following departments:

- ▶ Department of Art Education
- ▶ Department of Graphic Design
- ▶ Department of Music Education
- ▶ Department of Theatre Arts



#### Faculty of Educational Studies

Departments under the Faculty of Educational Studies are the following:

- ▶ Department of Psychology and Education
- ▶ Department of Special Education
- ▶ Department of Basic Education
- ▶ Department of Early Childhood Care and Development
- ▶ Department of Educational Administration and Management

#### Faculty of Languages Education

The following departments constitute the Faculty of Languages Education:

- ▶ Department of Akan-Nzema Education
- ▶ Department of Applied Linguistics
- ▶ Department of English Education
- ▶ Department of Ewe Education
- ▶ Department of French Education
- ▶ Department of Ga-Dangme Education
- ▶ Department of Gur-Gonja Education
- ▶ Department of Media and Communication Studies
- ▶ Communication Skills Unit





### Faculty of Science Education

The Faculty of Science Education has the following departments:

- ▶ Department of Biology Education
- ▶ Department of Chemistry Education
- ▶ Department of Physics Education
- ▶ Department of Integrated Science Education
- ▶ Department of Mathematics Education
- ▶ Department of Home Economics Education
- ▶ Department of Health, Physical Education, Recreation and Sports
- ▶ Department of Information and Communication Technology
- ▶ Department of Health Administration and Education

### Faculty of Social Science Education

Departments under the Faculty of Social Science Education are the following:

- ▶ Department of Social Studies Education
- ▶ Department of Economics Education
- ▶ Department of Geography Education
- ▶ Department of History Education
- ▶ Department of Political Science Education
- ▶ Department of Business Education
- ▶ Centre for African Studies



### 2.4.2 Kumasi Campus

The Kumasi Campus hosts the College of Technology Education and is about 280 kilometers north-west of Accra and about 320 kilometres away from Winneba, the main Campus.

### Faculty of Business Education

The Faculty of Business Education has the following departments:

- ▶ Department of Accounting Studies Education
- ▶ Department of Management Studies Education



### **Faculty of Technical Education**

The following departments constitute the Faculty of Technical Education:

- ▶ Department of Construction and Wood Technology Education
- ▶ Department of Mechanical Technology Education
- ▶ Department of Automotive and Electrical Technology Education
- ▶ Department of Information Technology Education

### **Faculty of Vocational Education**

The Faculty of Vocational Education has the following departments:

- ▶ Department of Fashion Design and Textiles Education
- ▶ Department of Hospitality and Tourism Education

### **Faculty of Education and Communication Sciences**

The following departments make up the Faculty of Education and Communication Sciences:

- ▶ Department of Educational Leadership
- ▶ Department of Interdisciplinary Studies

### **2.4.3 Asante-Mampong Campus**

The Asante-Mampong Campus hosts the College of Agriculture Education and is situated fifty-one (51) kilometers north-east of Kumasi.

#### **Faculty of Agriculture Education**

The Faculty of Agriculture Education comprises the following departments:

- ▶ Department of Agricultural Mechanization and Engineering Education
- ▶ Department of Animal Science Education
- ▶ Department of Crop and Soil Sciences Education
- ▶ Department of Interdisciplinary Studies
- ▶ Department of Agricultural Economics and Extension

#### **Faculty of Science and Environment Education**

The Faculty of Science and Environment Education has the following departments:

- ▶ Department of Environmental Health and Sanitation Education
- ▶ Department of Science Education

### 2.4.4 Ajumako Campus

The Ajumako Campus hosts the College of Languages Education and is situated about forty (40) kilometers north-west of Winneba, the main Campus. Currently the Campus hosts the following Departments of the Faculty of Languages Education.

- ▶ Department of Akan/Nzema Education
- ▶ Department of Ewe Education
- ▶ Department of Ga-Dangbe Education
- ▶ Department of Gur-Gonja Education

students in the preparation of instructional materials. The University has a number of Computer Centres, which organise ICT literacy training for staff, students, and members of the local community.

### 2.5.1 Undergraduate Programmes

The University of Education, Winneba is currently the largest Teacher Education University in Ghana, and provides a wide range of programmes on full-time, sandwich, part-time and distance education basis.

#### 2.5.1.1 Certificate Programmes

There are six (6) Certificate programmes.

#### 2.5.1.2 Diploma Programmes

There are twelve (12) Diploma programmes.

#### 2.5.1.3 Bachelors Degree

The Bachelors Degree is offered in sixty-eight (68) areas (all in 38 disciplines) and is generally a four-year programme comprising eight semesters with the first six, exclusively for course work. The seventh semester is devoted to Student Internship Programme (SIP). Students go to the field to teach while they undertake action research, develop teaching portfolios and write reports on their school experiences.

During the eighth semester, students return to campus for coursework and what is known as “Face to Face” sessions. This enables them to interact with their colleagues and lecturers on issues relating to their field experiences. Some departments however, run two-year Post-Diploma programmes.

## 2.5 Academic Calendar and Programme Orientation

The academic year of the University begins in August and ends in May. It comprises two semesters of sixteen weeks each. The first semester begins in August and ends in December. The second semester runs from January to May.

Vacation programmes are organized from June to August and December to January. The totality of courses taken by students is divided into four principal components – Personal Development Studies, Subject Studies, Core Education Studies and Professional Studies.

The Educational Resource Centre provides technical assistance to teaching staff and

## 2.5.2 Graduate Programmes

Graduate programmes are offered in ninety-eight (98) areas. The School of Graduate Studies coordinates the graduate programmes.

## 2.6 Institutes, Centres and Units

### 2.6.1 Institute for Educational Development and Extension (IEDE)

The Institute for Educational Development and Extension is organized into three Centres namely:

#### 2.6.1.1 Centre for Distance Education (CDE)

The Centre for Distance Education is responsible for producing highly qualified teachers for pre-tertiary institutions in Ghana through an improved Distance Education delivery system. It provides distance education programmes to serving professional teachers and non-teachers at the following levels:

- ▶ 3-year Diploma in Basic Education
- ▶ 2-year Post-Diploma in Basic Education with quasi specialization in Social Studies, Home Economics, Mathematics, and Science.
- ▶ 2-year M.Ed. in Science, Mathematics, and English Education

The Centre is introducing the following programmes from the 2014/2015 academic year:

- ▶ 3-year Diploma in Early Childhood Education
- ▶ 3-year Diploma in Accounting Studies
- ▶ 3-year Diploma in Management Studies
- ▶ 2-year Bachelor of Education in Early Childhood Education
- ▶ 2-year Bachelor of Business Administration in Accounting Studies
- ▶ 2-year Bachelor of Business Administration in Human Resource Management
- ▶ Postgraduate Diploma in Education

The Centre also trains course module writers, editors, online courseware developers, and lecturers in online tutoring.





### 2.6.1.2 Centre for Teacher Development and Action Research (CETDAR)

The Centre coordinates partnerships and mentoring programmes for teachers in local schools, promotes and conducts Action Research into Basic Education and Teacher Development. It also runs a M.Ed. in Mentorship programme.

### 2.6.2 Institute for Educational Research and Innovation Studies (IERIS)

In an effort to transform itself from a teaching university to a research university, the University has established the IERIS to lead in research and development activities. The Institute's vision is to be a Centre of research excellence for educational development in Ghana and Africa. The mission is to promote a culture of research and innovation, the development of human resources in educational research, and the use of



### 2.6.1.3 Centre for Continuing Education (CCE)

The Centre provides opportunities for staff of the University of Education, Winneba and other professionals in tertiary and non-tertiary educational settings to develop the skills and knowledge they need in the performance of their roles. Additionally, it provides consultancy services for other tertiary institutions. It also runs the Postgraduate Diploma in Teaching and Learning in Higher Education Institutions for tertiary level teachers.

evidence-based information to promote the practice and formulation of educational policies. The activities of IERIS, will oversee the research and development activities of the research centres of the university. It will conduct research into the practice of basic education, education management and leadership, and educational policies at the institutional and national levels. It will run a PhD programme in Educational Leadership Innovation and Change. The Institute for Educational Research and Innovation Studies comprises the following Centres:

### **2.6.2.1 Centre for School and Community Science and Technology Education (SACOST)**

SACOST was set up with the vision of promoting interdisciplinary research and development activities related to science and technology in indigenous, informal and formal manufacturing industries in order to improve science and technology education on the African Continent. The Centre's mission is to cultivate relevant research competence, publication proficiency, and quality knowledge to link community and work place science and technology with that of school at the pre-university level. It functions as a Pan-African research and documentation centre for the promotion of community science and technology in African schools.

### **2.6.2.2 Centre for Educational Policy Studies (CEPS)**

CEPS was set up as an interdisciplinary, reputable, research-led Centre that seeks to provide in-depth understanding of the relationship between educational policy, research and practice at the institutional, national and international levels. The Centre conducts research, teaches, and plays a leading role in the formulation and practice of educational policies in Ghana and elsewhere.



### **2.6.2.3 National Centre for Research into Basic Education (NCRIBE)**

The Centre was established in 2006 with the main objective of conducting research into Basic Education and engaging national and international audiences in best practices in the promotion of Basic Education. NCRIBE was set up to become a Centre of Excellence in research into issues related to basic education delivery in Ghana. It is a documentation centre and the first point of reference on issues related to basic education in the country.

### **2.6.3 Externally Funded Projects Office (EFPO)**

The Externally Funded Projects Office was established in 2007 to meet the challenges posed to the University as a result of inadequate funding by Government. The Office has an eleven-member Steering Committee and operates directly under the Office of the Vice-Chancellor. It has the following as its core functions: sourcing and



exploring for external funds, coordinating proposal writing, monitoring and evaluating donor funded projects, as well as organizing capacity building seminars and workshops for staff.

#### **2.6.4 International Relations and Public Affairs Division (IRPAD)**

On March 4, 2013, the Management of the University of Education created a new Division by merging the University Relations Office (URO), and the Office of International Relations (OIR) to create the International Relations and Public Affairs Division (IRPAD). The new entity has a function of marketing the UEW Brand and managing the international relations of the University.



#### **2.6.5 Counselling Centre**

The Counselling Centre provides a range of psychological counseling, testing, career planning and outreach services to staff, students as well as the surrounding communities.

#### **2.6.6 Office for Institutional Advancement (OIA)**

This was established in 2004 to focus on gift solicitation, the establishment of UEW Endowment Trust Fund and Alumni Relations.

#### **2.6.7 Centre for Hearing and Speech Services**

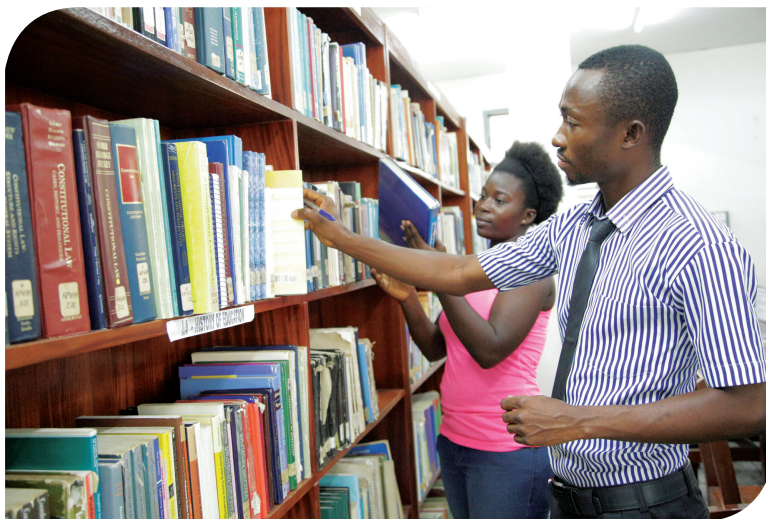
The Centre for Hearing and Speech Services (formerly Audiology Clinic) provides services such as: diagnosis and treatment of children's speech problems; evaluation and fitting of hearing aids; manufacture of ear moulds; provision of consulting services for parents and children with speech and hearing problems; and training of personnel for hearing and speech services.

#### **2.6.8 Gender Mainstreaming Directorate**

The Gender Mainstreaming Directorate was established in 2006 to spearhead the process of mainstreaming gender in the University of Education, Winneba in line with International Conventions ratified by the Government of Ghana and in an effort to attain the Millennium Development Goals.







### **2.6.9 Quality Assurance Unit**

The Unit was established in 2003 and had operated mainly from Winneba campus. It has the mandate of ensuring the implementation of good practices for quality assurance while applying the standards and criteria, as formulated by the National Accreditation Board and National Council for Tertiary Education. The Unit expanded to all campuses of the University of Education from the 2013/2014 academic year. The Quality Assurance Units established on the campuses are to ensure quality in the teaching and learning processes and other functions for which the University was established. It is desired that the Unit will be upgraded into a directorate.

### **2.6.10 Centre for Community-Based Rehabilitation and Disability Studies (CBRD)**

The Centre was established in 2004 in collaboration with Sight Savers International. The goal of the Centre is

to promote the provision of specialized services for persons with disabilities. The Centre runs a two-year Diploma programme in Professional Rehabilitation for persons with disabilities. It also runs B.Ed. (Post-Diploma) in Community-Based Rehabilitation Studies programme.

### **2.6.11 Basic Schools Unit**

The Unit was established in 2007 to initiate and facilitate plans for the establishment of Model Practice Schools on the Winneba and constituent campuses of the University as well as coordinate the activities of the schools.

## **2.7 Library Resources**

Each Campus has a main library in addition to departmental and hall libraries. Together, the libraries have a stock of 102,577 books, 1,427 periodicals, and 378 journals. They also provide access to over 21,000 online journals, 31 online databases, and 178 CD-ROM databases.



## 2.8 Contacts

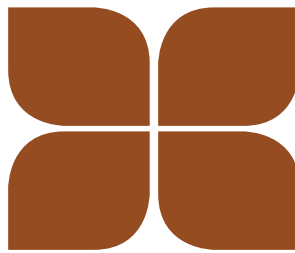
| Winneba          |                              |
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| The Overseas Representative Universities of Ghana Office<br>321 City Road, London EC1V 1LJ, England |  |
|-----------------------------------------------------------------------------------------------------|--|





# Corporate Strategy

## 3.1 Vision Statement

To be an internationally reputable institution for teacher education and research.

## 3.2 Mission Statement

To train competent professional teachers for all levels of education as well as conduct research, disseminate knowledge and contribute to educational policy and development.

## 3.3 Core Values

The core values required for achieving the vision, mission, and the strategies include:

- ▶ Academic Excellence
- ▶ Service to Community
- ▶ Good Corporate Governance

- ▶ Judicious Utilization and Management of Funds
- ▶ Gender Equity and Social Inclusiveness
- ▶ Teamwork and Partnerships Development
- ▶ Positive Work Attitude
- ▶ Environmental Responsibility



### 3.4 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

#### 3.4.1 Strengths

- ▶ Competent professional teaching and non-teaching staff
- ▶ Unique role as the nation's teacher education University
- ▶ Conducive working environment
- ▶ Enhanced use of ICT in administration, teaching, learning and research
- ▶ Faculties, institutes and departments created for more effective teaching, learning and research
- ▶ Reorganization of administrative setups for streamlined governance system
- ▶ High student enrolment with expanded infrastructure
- ▶ Students' fee scheduling based on NCTE norms
- ▶ Improved employee productivity
- ▶ Effective peer review approaches adopted in the strategic plan monitoring
- ▶ Institutionalized mentoring and monitoring programmes

#### 3.4.2 Weaknesses

- ▶ High student-lecturer ratio
- ▶ Unbalanced academic staff pyramid
- ▶ Low research output
- ▶ Huge funding gaps
- ▶ Low turnout of post-graduate students
- ▶ Inadequate staff offices

- ▶ Inadequate staff accommodation
- ▶ Inadequate specialised laboratories, workshops and equipment for teaching, learning and research

### 3.4.3 Opportunities

- ▶ Existing market for E-learning
- ▶ Existing huge national development need requiring the establishment of more institutes, schools and colleges
- ▶ Large market for innovative programmes
- ▶ Opportunity to offer affiliation to Colleges of Education and other tertiary institutions
- ▶ Proximity to other universities for enhanced collaboration
- ▶ Support from external partners
- ▶ Alumni support
- ▶ Internationalisation of programmes and activities
- ▶ Recruitment of international students/  
Growing interest of international students in our programmes
- ▶ Diversification of sources of revenue

### 3.4.4 Threats

- ▶ Inadequate government subvention to fully actualize the University's mandate
- ▶ Delays in receiving government subvention
- ▶ No national policy on the absorption of UEW graduates by Ghana Education Service
- ▶ Inflexible staff recruitment directives from government
- ▶ More private universities keenly competing for students and staff
- ▶ Establishment of more public universities and conversion of Polytechnics to Technical Universities to increase competition
- ▶ High reputational risks due to actions and inactions of affiliated institutions
- ▶ Encroachment on University lands





4.0



## Themes, Objectives and Strategies

### 4.1 Themes

1. Excellent Academic Standards in Teaching, Learning and Research
2. Proactive and Responsive Administrative System
3. Enhanced Access and Equity
4. National, Regional and International Partnerships for Development
5. Enhanced Quality Assurance





## Theme 1

### Excellent Academic Standards in Teaching, Learning and Research

#### Objective 1: Consolidate and enhance academic standards

##### Strategies

- i. Ensure transparent academic policies and programmes
- ii. Ensure transparent teaching and learning procedures and strategies
- iii. Adopt effective formats for examination procedures
- iv. Harness common pool facilities to improve on time-tabling of academic programmes
- v. Diversify academic programmes
- vi. Establish Professorial Chairs
- vii. Institutionalize peer-review mechanism for Academic and Research works

#### Objective 2: Improve upon the Teaching and Learning Environment

##### Strategies

- i. Improve upon physical infrastructural development and equipment
- ii. Upgrade ICT infrastructure and improve access to information
- iii. Improve upon library resources and facilities
- iv. Improve upon healthcare facilities
- v. Expand and improve upon lesson delivery modes (e.g. radio, online, hybrid systems)
- vi. Integrate ICT into all teaching, learning, research and administrative system
- vii. Improve upon Student Support Services

#### Objective 3: Strengthen Collaborative Research

##### Strategies

- i. Expand collaboration with other institutions in academic research
- ii. Establish a research fund to support research
- iii. Improve skills of staff in proposal writing and grantsmanship
- iv. Resource the Externally Funded Projects Offices at the campuses

## Objective 4: Expand Postgraduate Studies and Output

### Strategies

- i. Resource the offices of the School of Graduate Studies
- ii. Expand graduate programmes and facilities at the Faculties
- iii. Strengthen graduate supervision
- iv. Establish fellowships and improve on graduate assistantships



## Theme 2

## Proactive and Responsive Administrative System

## Objective 5: Strengthen and Expand the Collegiate System

### Strategies

- i. Streamline administrative procedures to adopt the collegiate system of governance
- ii. Ensure re-organization of Faculties, Institutes, Schools and Campuses

into Colleges

- iii. Build strong intra and inter college partnerships

## Objective 6: Improve on the Professionalism of the Administrative System

### Strategies

- i. Improve on the professional competence of staff
- ii. Improve linkages among Faculties/Directorates/Sections/Units for effective and efficient information flow
- iii. Reward competence

## Objective 7: Enhance the Effectiveness of the Administrative System

### Strategies

- i. Strengthen the administrative system in consonance with best practice
- ii. Enhance the financial sustainability of the University's operations
- iii. Improve the management of the University's assets
- iv. Ensure the integration of existing database systems
- v. Improve Human Resource Management system/practice
- vi. Improve effectiveness and efficiency of audit services delivery
- vii. Ensure effectiveness and efficiency in the administration of departments and faculties.





iii. Enhance the use of technology in distance education delivery

iv. Increase and resource the study centres

**Objective 10: Expand Access for the Underprivileged, Marginalized, Persons Living with Disability and Persons from Less Endowed Schools**

**Strategies**

i. Increase access for the underprivileged, marginalized and persons from less-endowed schools

ii. Increase access for persons with disabilities

iii. Increase access to assistive technologies

**Theme 3 Enhanced Access and Equity**

**Objective 8: Promote Gender Equity in Admissions and Appointments**

**Strategies**

- i. Strengthen the processes to bridge the male-female representative gap
- ii. Facilitate the integration of gender into UEW curricular and activities
- iii. Ensure compliance of UEW gender policy with NCTE norms

**Objective 9: Improve and Expand Provision of Distance Education Services, Facilities and Opportunities**

**Strategies**

- i. Enhance the capacities of UEW staff in distance education delivery
- ii. Expand distance learning programmes





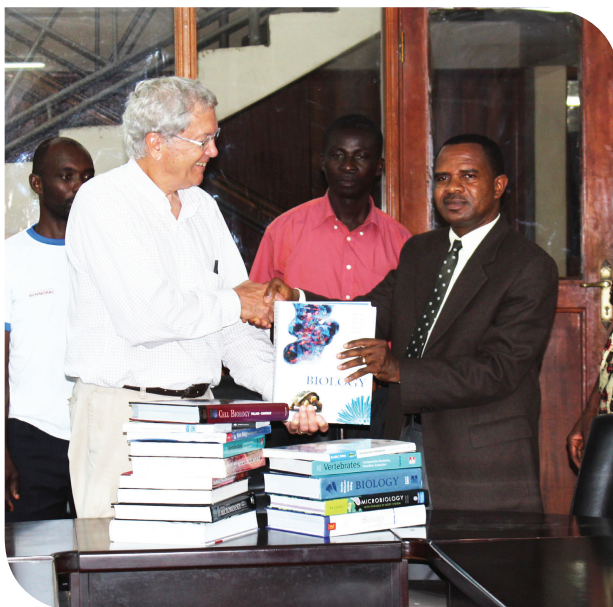
**Theme 4**

**National, Regional  
and International  
Partnerships for  
Development**

**Objective 11: Enhance Regional  
and International collaborations**

**Strategies**

- i. Improve linkages with international and regional development partners
- ii. Develop programmes to target the regional and international communities
- iii. Forge greater collaboration with local partners



**Objective 12: Improve Branding  
and Visibility of the University**

**Strategies**

- i. Improve positive constituent image and media presence
- ii. Improve the presence of academic faculties/departments and administrative offices on the website
- iii. Enhance the capacity of the Publications and Web management offices
- iv. Expand opportunities for higher teacher education for other countries in Africa
- v. Promote dynamic and sustained alumni involvement

**Theme 5**

**Enhanced Quality  
Assurance**

**Objective 13: Improve the Quality  
Assurance System**

**Strategies**

- i. Implement staff development programmes on quality assurance
- ii. Ensure maintenance of processes, standards and guidelines for quality assurance
- iii. Monitor and evaluate all academic programmes as well as administrative systems of the University for quality
- iv. Institutionalise Control Self-Assessment (CSA) programmes
- v. Upgrade the Quality Assurance Unit into a Directorate

5.0



## Corporate Strategic Plan Matrix

## Objective 1: Consolidate and Enhance Academic Standards

| Strategies                                                             | Activities                                                               | Expected Output                                  | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                      |
|------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------|---------------------------|------------|------|------|------|------|-------------------------------------------------------------------------------------|
|                                                                        |                                                                          |                                                  |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                     |
| 1.1 Ensure transparent academic policies and programmes                | 1.1.1 Consolidate academic policies into a comprehensive document        | Consolidated academic policy document published  | 18,149.75                 | ✓          | ✓    |      |      |      | Deputy Registrar Academic                                                           |
|                                                                        | 1.1.2 Upload consolidated academic policy document on UEW website        | Academic policy document uploaded online         | -                         | ✓          | ✓    |      |      |      | Deputy Registrar Academic                                                           |
| 1.2 Ensure transparent teaching and learning procedures and strategies | 1.2.1 Develop indicators for monitoring academic standards               | Monitoring indicators developed                  | -                         | ✓          | ✓    |      |      |      | Director, Quality Assurance; Deputy Registrar, Academic                             |
|                                                                        | 1.2.2 Monitor and evaluate adherence to academic standards               | Monitoring evaluation report produced            | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Quality Assurance; Deputy Registrar, Academic                             |
|                                                                        | 1.2.3 Evaluate teaching and learning                                     | Teaching and learning evaluation report produced | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Quality Assurance; Deputy Registrar, Academic; Deans, Heads of Department |
|                                                                        | 1.2.4 Incorporate instructional technology in university wide curriculum | Instructional technology deployed in teaching    | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Heads of Department, Deans, Director, Quality Assurance                             |

| Strategies                                                                            | Activities                                                                        | Expected Output                                                                | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                             |
|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------------------------------|
|                                                                                       |                                                                                   |                                                                                |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                            |
| 1.3 Adopt effective formats for examination procedures                                | 1.3.1 Review existing examination formats and procedures to reflect good practice | Existing examination formats and procedures reviewed to reflect good practices | 9,842.00                  |            | ✓    |      |      |      | Deputy Registrar<br>Academic Deans<br>Heads of Department  |
|                                                                                       | 1.3.2 Capture students' details on examination photo attendance sheet             | Electronic photo attendant sheets used to forestall examination mal-practices  | -                         | ✓          | ✓    |      |      |      | Deputy Registrar,<br>Academic Deans                        |
|                                                                                       | 1.3.3 Develop policy on the administration of students' records                   | Policy on the administration of students' records developed                    | -                         | ✓          | ✓    |      |      |      |                                                            |
|                                                                                       | 1.3.4 Review rules and regulations governing the conduct of examinations          | Revised examination rules and regulations published                            | 9,842.00                  |            | ✓    |      |      |      | Deputy Registrar,<br>Academic Deans<br>Heads of Department |
|                                                                                       | 1.3.5 Monitor the processing of examination results                               | Examination results released within stipulated time                            | -                         | ✓          |      | ✓    | ✓    | ✓    | Pro-Vice-Chancellor,<br>Deans,<br>Heads of Department      |
| 1.4 Harness common pool facilities to improve on time-tableing of academic programmes | 1.4.1 Procure software to automate timetabling                                    | Electronic time-tableing software acquired                                     | 95,000.00                 |            | ✓    |      |      |      | Deputy Registrar,<br>Academic Head,<br>ICT Services        |
|                                                                                       | 1.4.2 Monitor adherence to lecture time-tables and the use of lecture halls       | Adherence to time tables and the use of lecture halls enforced                 | -                         |            | ✓    | ✓    | ✓    | ✓    | Deputy Registrar,<br>Academic Deans<br>Heads of Department |



| Strategies                        | Activities                                                                                                          | Expected Output                                                                 | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                     |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------------------------------------------------------|
|                                   |                                                                                                                     |                                                                                 |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                    |
| 1.5 Diversify academic programmes | 1.5.1 Introduce flexibility in academic programmes to give options to students                                      | Flexibility in academic programmes to give students options introduced          | -                         |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor,<br>Deans,<br>Heads of Department                              |
|                                   | 1.5.2 Introduce more relevant academic programmes                                                                   | New programmes in Science, Technology, Business and Entrepreneurship introduced | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor,<br>Deans,<br>Heads of Department                              |
| 1.6 Establish Professorial Chairs | 1.6.1 Identify industries, businesses, foundations and individuals that benefit from academic research              | Institutions that benefit from academic research identified                     | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Principals,<br>Deans,<br>Heads of Department                                       |
|                                   | 1.6.2 Solicit support from industries, businesses, foundations and individuals to establish the Professorial Chairs | Support from institutions to establish the Professorial Chairs solicited        | 95,000.00                 |            | ✓    | ✓    | ✓    | ✓    | Director, OIA                                                                      |
|                                   | 1.6.3 Appoint Professorial Chairs                                                                                   | Professorial Chairs established                                                 | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor,<br>Principals,<br>Deans,<br>Heads of Department,<br>Director, OIA |

| Strategies                                                                 | Activities                                                                                                                | Expected Output                                                                | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                      |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------------|
|                                                                            |                                                                                                                           |                                                                                |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                     |
| 1.7 Institutionalise peer-review mechanism for academic and research works | 1.7.1 Organise training sessions to build capacity of staff in peer review of academic and research works                 | Reports from training sessions                                                 | 122,102.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Deans<br>Heads of Department                                        |
|                                                                            | 1.7.2 Organise internal symposiums, seminars and conferences at least quarterly for staff to present their academic works | Internal conferences to build capacity of staff in academic research organized | 676,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Deans<br>Heads of Department<br>Deputy Registrar,<br>Human Resource |
| Subtotal for Objective 1                                                   |                                                                                                                           |                                                                                | 1,025,935.75              |            |      |      |      |      |                                                                     |

## Objective 2: Improve upon the Teaching and Learning Environment

| Strategies                                                          | Activities                                                                    | Expected Output                                                     | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------|
|                                                                     |                                                                               |                                                                     |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                               |
| 2.1 Improve upon physical infrastructural development and equipment | 2.1.1 Complete all on-going infrastructural works                             | On-going project completed                                          | 145,480,631.05            | ✓          | ✓    |      |      |      | Director, Works and Physical Development                      |
|                                                                     | 2.1.2 Build large capacity ICT Laboratory and library complex on all campuses | Laboratory and library complex on all campuses Constructed          | 25,032,507.78             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works and Physical Development                      |
|                                                                     | 2.1.3 Construct University Basic Schools in Winneba, Kumasi and Mampong       | University Basic Schools Constructed at Winneba, Kumasi and Mampong | 10,000,000.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works & Physical Development                        |
|                                                                     | 2.1.4 Increase staff residential facilities on campuses                       | Staff residential facilities constructed                            | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works and Physical Development                      |
|                                                                     | 2.1.5 Construct faculty block at Mampong                                      | Faculty block constructed                                           | 5,000,000.00              |            | ✓    | ✓    | ✓    | ✓    | Principal, Director, Works and Physical Development           |
|                                                                     | 2.1.6 Carry out regular maintenance of facilities                             | Existing facilities maintained                                      | 16,394,304.37             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works and Physical Development, Head, Estate Office |

| Strategies                                                       | Activities                                                                             | Expected Output                                                                                                          | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                                    |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------------------------------------------|
|                                                                  |                                                                                        |                                                                                                                          |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                                   |
| 2.2 Upgrade ICT infrastructure and improve access to information | 2.2.1 Expand campus-wide internet services and ICT equipment                           | Increased reliability in learning management server access<br>Customised students' information system software developed | 17,404,176.77             | ✓          | ✓    | ✓    | ✓    | ✓    | Director ICT, Director, Quality Assurance, Deputy Registrar, Academic                             |
|                                                                  | 2.2.2 Provide more live and off-site backup servers                                    | Increased reliability in learning management server access                                                               | 7,501,132.80              | ✓          | ✓    | ✓    | ✓    | ✓    | Director ICT, Director, Quality Assurance, Deputy Registrar, Academic, Deans, Heads of Department |
|                                                                  | 2.2.3 Provide educational technology in all lecture halls                              | All lecture halls fitted with ICT facilities                                                                             | 6,554,710.11              | ✓          | ✓    |      |      |      |                                                                                                   |
|                                                                  | 2.2.4 Build capacity of staff on online learning material development and facilitation | Capacity of staff on online learning material development and facilitation built                                         | 205,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    |                                                                                                   |
| 2.3 Improve upon library resources and facilities                | 2.3.1 Computerise the libraries on all campuses                                        | Library system on all campuses computerised                                                                              | 5,733,280.42              | ✓          | ✓    | ✓    | ✓    | ✓    | University Librarian                                                                              |
|                                                                  | 2.3.2 Increase and renew library stock                                                 | New Library stock procured                                                                                               |                           | ✓          | ✓    | ✓    | ✓    | ✓    | University Librarian                                                                              |



| Strategies                             | Activities                                                                                      | Expected Output                                                                                                              | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                   |
|----------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------------------------------------|
|                                        |                                                                                                 |                                                                                                                              |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                  |
| 2.4 Improve upon healthcare facilities | 2.4.1 Upgrade the University Clinics in Winneba and Kumasi into hospitals                       | University clinics in Winneba and Kumasi upgraded into Hospitals                                                             | 2,500,000.00              |            | ✓    | ✓    | ✓    |      | Vice-Chancellor<br>Director of Health Service,                   |
|                                        | 2.4.2 Build clinics for Asante Mampong and Ajumako campuses                                     | Clinics constructed at Asante Mampong and Ajumako campuses                                                                   | 1,500,000.00              |            |      |      |      |      |                                                                  |
|                                        | 2.4.3 Procure additional medical equipment                                                      | Medical equipment including X-ray machine, ultra-sound scanning machine and ECG machine procured                             | 1,500,000.00              | ✓          | ✓    | ✓    |      |      | Vice-Chancellor<br>Director of Health Service,                   |
|                                        | 2.4.4 Develop a medical policy with a business focus                                            | Medical Policy with a business focus developed                                                                               | 18,149.75                 | ✓          | ✓    | ✓    | ✓    |      | Director of Health Service, Head, Procurement                    |
|                                        | 2.4.5 Enhance healthcare delivery for staff                                                     | Staff healthcare support                                                                                                     | 5,288,000.96              |            |      |      |      |      |                                                                  |
|                                        | 2.4.6 Enrol all students on NHIS                                                                | 2.4.6.1 Students enrolled on NHIS<br>2.4.6.2 Environmental Protection and Health awareness improved                          | -                         | ✓          | ✓    |      |      |      | Director of Health Service<br>Director of Health Service         |
|                                        | 2.4.7 Expand the activities of the Sanitation Unit to include disease prevention and management | Sanitation Unit activities expanded and Disaster and risk management system in place<br>Activities of HIV/AIDS Unit enhanced | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Director of Health Service<br>Internal Audit<br>Head of Security |

| Strategies                                        | Activities                                                                      | Expected Output                                                                           | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      | Responsibility                                         |
|---------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|--------------------------------------------------------|
|                                                   |                                                                                 |                                                                                           |                           | 2014       | 2015 | 2016 | 2017 | 2018                                                   |
|                                                   | 2.4.8 Expand the activities of the HIV/AIDs Unit                                | Sanitation Unit activities expanded and Disaster and risk management system in place.     | -                         | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
|                                                   | 2.4.9 Establish disaster and risk management system                             | Activities of HIV/AIDs Unit enhanced                                                      | -                         | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
| 2.5 Expand and improve upon lesson delivery modes | 2.5.1 Upgrade radio equipment on all campuses                                   | Radio equipment upgraded and lecturers trained on ICT use in teaching and lesson delivery | 1,000,000.00              | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
|                                                   | 2.5.2 Train lecturers in the radio lectures delivery                            |                                                                                           | 100,000.00                | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
|                                                   | 2.5.3 Train lecturers in ICT use in teaching                                    |                                                                                           | 100,000.00                | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
|                                                   | 2.5.4 Train staff on the use of learning management systems                     | Staff trained on the learning management system                                           | 100,000.00                | ✓          | ✓    | ✓    | ✓    | ✓                                                      |
| 2.6 Improve upon Student Support Services         | 2.6.1 Restructure and upgrade Counselling Centre into a Directorate             | Counselling Centre restructured and upgraded                                              | -                         |            | ✓    |      |      | Vice-Chancellor Registrar Director, Counselling Centre |
|                                                   | 2.6.2 Establish student support services centre within Student Affairs Division | Student support services centre established within Directorate of Student Affairs         | 18,900.00                 |            | ✓    |      |      | Vice-Chancellor Registrar Dean of Student Affairs      |
|                                                   | 2.6.3 Establish prospective Students' Office                                    | Prospective Students' Office set up                                                       | 18,900.00                 |            | ✓    |      |      | Registrar                                              |
| Subtotal for Objective 2                          |                                                                                 |                                                                                           | 251,569,694.01            |            |      |      |      |                                                        |

### Objective 3: Strengthen Collaborative Research

| Strategies                                                            | Activities                                                                                                     | Expected Output                                                             | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                  |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------|------------|------|------|------|------|-------------------------------------------------|
|                                                                       |                                                                                                                |                                                                             |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                 |
| 3.1 Expand collaboration with other institutions in academic research | 3.1.1 Purchase 2 cross-country vehicles for IERIS                                                              | 2 Cross-country vehicles purchased for IERIS                                | 600,000.00             |            | ✓    |      |      |      | Director, IERIS                                 |
|                                                                       | 3.1.2 Organise quarterly symposiums for dissemination of research activities                                   | Quarterly symposiums for dissemination of research activities organised     | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IERIS                                 |
|                                                                       | 3.1.3 Build research partnerships with universities locally and internationally                                | Research partnerships with local and international universities developed   | 174,800.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IERIS<br>Deans<br>Heads of Department |
|                                                                       | 3.1.4 Support staff to do joint research and projects with staff from universities locally and internationally | Staff supported to do joint research and projects with partner universities | 78,208.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Deans<br>Heads of Department                    |
|                                                                       | 3.1.5 Review the University Research Policy                                                                    | University research policy revised                                          | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IERIS                                 |
|                                                                       | 3.1.6 Introduce collaborative PhD programmes for Educational Leadership Innovation and Change                  | Collaborative PhD programme introduced                                      | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IERIS<br>Dean, Graduate School        |
|                                                                       | 3.1.7 Organise research and project support seminars for doctoral candidates                                   | Thesis and project support seminars and workshops organised                 | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IERIS                                 |

| Strategies                                                          | Activities                                                                                                           | Expected Output                                                                              | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                   |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------|------------|------|------|------|------|--------------------------------------------------|
|                                                                     |                                                                                                                      |                                                                                              |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                  |
|                                                                     | 3.1.8 Assist research scholars to develop their intellectual profiles by collaborating with international colleagues | Increased number of staff on exchange programmes by 5%                                       | 7,121,611.20           |            | ✓    | ✓    | ✓    | ✓    | Director, IERIS Dean, Graduate School            |
|                                                                     | 3.1.9 Promote international mobility and cross-cultural cooperation                                                  | Cross-cultural and mobility linkages established                                             | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Vice Chancellor Principals Deans Director, IRPAD |
| 3.2 Establish a research fund to support research                   | 3.2.1 Develop guidelines for disbursement of University Research Fund                                                | Guidelines on research fund allocation publicised                                            | 9,399.56               | ✓          | ✓    |      |      |      | Director, IERIS Finance Officer Director EFPO    |
|                                                                     | 3.2.2 Institute Research Fund and publish it                                                                         | Research fund institutionalised                                                              | 1,006,000.00           |            | ✓    | ✓    | ✓    | ✓    |                                                  |
| 3.3 Improve skills of staff in proposal writing and grantsmanship   | 3.3.1 Constitute a team to source funds and facilitate grant and proposal writing workshops                          | 9 - member team from all the campuses to run workshops for appointed staff and trained staff | 11,399.56              | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor Director, IERIS Director, EFPO   |
|                                                                     | 3.3.2 Run proposal writing workshops for each faculty on all the campuses                                            | Proposal Writing/Grant winning workshops organised for each faculty on all campuses          | 154,000.00             |            | ✓    | ✓    | ✓    | ✓    | Director, IERIS Director, EFPO                   |
| 3.4 Resource the Externally Funded Projects Offices at the campuses | 3.4.1 Establish EFPO Coordinating Units on all Campuses                                                              | EFPO Coordinating Units on all Campuses established                                          | 120,960.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor Principals                       |
|                                                                     | 3.4.2 Equip EFPO offices on all campuses                                                                             | EFPO offices on all Campuses resourced and equipped                                          | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Director, EFPO                                   |



| Strategies                              | Activities                                           | Expected Output                              | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                      |
|-----------------------------------------|------------------------------------------------------|----------------------------------------------|---------------------------|------------|------|------|------|------|-------------------------------------|
|                                         |                                                      |                                              |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                     |
| 3.5 Strengthen ties with local partners | 3.5.1 Invite local partners to university events     | Local partners invited to university events  | 38,500.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Principals Registrar Director, EFPO |
|                                         | 3.5.2 Sign MoUs with local partners                  | MoUs with local partners signed              | 25,000.00                 |            |      |      |      |      | Director, IRPAD                     |
|                                         | 3.5.3 Liaise with local partners to conduct research | Joint research conducted with local partners | 42,500.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor Director, IRPAD     |
| Subtotal for Objective 3                |                                                      |                                              | 9,382,378.32              |            |      |      |      |      |                                     |

## Objective 4: Expand Postgraduate Studies and Output

| Strategies                                                     | Activities                                                                                                                       | Expected Output                                                              | Budget Estimate (Gh c) | Time Frame |      |      |      |      | Responsibility                                                   |
|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------|------------|------|------|------|------|------------------------------------------------------------------|
|                                                                |                                                                                                                                  |                                                                              |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                  |
| 4.1 Resource the Offices of the School of Graduate Studies     | 4.1.1 Increase the staff strength of the Graduate School                                                                         | Graduate School well resourced                                               | -                      |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor. Dean of Graduate School                     |
|                                                                | 4.1.2 Restructure the Graduate School and formally affiliate academic staff                                                      | Affiliate staff appointed                                                    | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor. Dean of Graduate School                         |
|                                                                | 4.1.3 Provide more academic facilities to the Graduate School                                                                    | Graduate Laboratories furnished with appropriate equipment                   | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor. Dean of Graduate School                         |
|                                                                | 4.1.4 Liaise with CCE and the Division of Human Resource to organise workshops to sharpen skills of staff of the Graduate School | Teaching and supervision skills of affiliated Graduate School staff improved | 24,156.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, Graduate School Head, CCE                                  |
| 4.2 Expand graduate programmes and facilities at the Faculties | 4.2.1 Update the Graduate School regularly of new developments in faculties                                                      | Graduate School furnished with new developments in faculties                 | 30,900.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, Graduate School Director, IEDE Heads of Department         |
|                                                                | 4.2.2 Introduce more postgraduate programmes                                                                                     | Number of graduate programmes increased by 5% annually                       | 113,400.00             |            |      |      |      |      | Dean of Graduate School Deans Director, IEDE Heads of Department |

| Strategies                                                           | Activities                                                                       | Expected Output                                                    | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                            |
|----------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------------------|
|                                                                      |                                                                                  |                                                                    |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                           |
| 4.3 Strengthen graduate supervision                                  | 4.2.3 Make Graduate Faculty Board and Departmental Graduate Board more effective | Policies guiding graduate studies effectively implemented.         | 213,427.50                | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, SGS<br>Deans<br>Heads of Department<br>Director, Quality Assurance  |
|                                                                      | 4.3.1 Review guidelines for postgraduate supervision and graduation              | Guidelines produced and circulated                                 | 9,399.56                  |            | ✓    |      |      |      | Dean Graduate School                                                      |
|                                                                      | 4.3.2 Monitor progress of postgraduate students                                  | Logbook on student progress introduced in postgraduate supervision | 27,362.50                 | ✓          | ✓    | ✓    | ✓    | ✓    | Deans of Faculties<br>Dean, SGS<br>Heads of Department                    |
|                                                                      | 4.3.3 Review remuneration for thesis supervision                                 | Thesis supervision remuneration reviewed yearly                    | 2,021,000.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, SGS                                                                 |
| 4.4 Establish fellowships and improve on the graduate assistantships | 4.4.1 Develop policy on postgraduate teaching assistantship                      | Policy document on Graduate assistantship developed                | 9,399.56                  | ✓          | ✓    |      |      |      | Pro-Vice-Chancellor<br>Deans of Faculties<br>Dean, SGS                    |
|                                                                      | 4.4.2 Institute fellowships and scholarships for postgraduate student            | Scholarships and fellowships for postgraduate students established | 250,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deans of Faculties<br>Dean, SGS<br>Director, IERIS |
| Subtotal for Objective 4                                             |                                                                                  |                                                                    | 2,699,045.12              |            |      |      |      |      |                                                                           |

## Objective 5: Strengthen and Expand the Collegiate System

| Strategies                                                                             | Activities                                                                                       | Expected Output                                           | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                                      |
|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------------------------------|
|                                                                                        |                                                                                                  |                                                           |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                     |
| 5.1 Streamline administrative procedures to adopt the collegiate system of governance  | 5.1.1 Develop proposal on collegiate system                                                      | Proposal developed                                        | -                         | ✓          | ✓    |      |      |      | Vice-Chancellor<br>Registrar<br>Principals          |
|                                                                                        | 5.1.2 Restructure the administrative setup of the University to reflect the collegiate system    | Collegiate system established                             | 12,300.00                 |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar<br>Principals<br>Deans |
|                                                                                        | 5.1.3 Formulate policies and procedures for appointments and promotions in the collegiate system | Policy documents on appointments and promotions published | -                         |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar<br>Principals<br>Deans |
|                                                                                        | 5.1.4 Appoint Provost and other key personnel                                                    | Provost and other key personnel appointed                 | -                         |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar<br>Principals<br>Deans |
|                                                                                        | 5.1.5 Organise annual retreats for Heads of Department, Sectional heads, etc.                    | Annual Retreats organised                                 | 253,014.40                | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar<br>Principals<br>Deans                    |
| 5.2 Ensure reorganisation of faculties, institutes, schools and campuses into colleges | 5.2.1 Amend the University Act to reflect the collegiate system                                  | The University Act amended                                | -                         |            |      | ✓    | ✓    |      | Vice-Chancellor<br>Registrar                        |
|                                                                                        | 5.2.2 Amend the University Statutes to reflect the collegiate system                             | The University Statutes amended                           | 12,300.00                 |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar                        |

| Strategies                                            | Activities                                                                               | Expected Output                                              | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                                  |
|-------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------|------------|------|------|------|------|-------------------------------------------------|
|                                                       |                                                                                          |                                                              |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                 |
| 5.3 Build strong intra and inter college partnerships | 5.2.3 Develop policy on reorganisation of the existing system into the collegiate system | Policy document on new collegiate system published           | -                         |            | ✓    | ✓    |      |      | Vice-Chancellor Registrar                       |
|                                                       | 5.2.4 Establish college libraries                                                        | Well-equipped college libraries established                  | -                         |            | ✓    | ✓    | ✓    |      | University Librarian Principals                 |
|                                                       | 5.3.1 Conduct intra and inter college collaborative research                             | Research partnerships established                            | -                         |            | ✓    | ✓    | ✓    | ✓    | Principals<br>Deans<br>Directors, IERIS<br>IEDE |
|                                                       | 5.3.2 Establish a framework for organising inter and intra college events                | College durbars, educational and sports activities organised | 480,000.00                |            |      | ✓    | ✓    | ✓    | Principals<br>Deans<br>Directors, IERIS<br>IEDE |
| Subtotal for Objective 5                              |                                                                                          |                                                              | 757,614.40                |            |      |      |      |      |                                                 |



## Objective 6: Improve the Professionalism of the Administrative System

| Strategies                                                                                                                       | Activities                                                         | Expected Output                                                                              | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                          |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------|------------|------|------|------|------|-----------------------------------------|
|                                                                                                                                  |                                                                    |                                                                                              |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                         |
| 6.1 Improve the professional competence of staff                                                                                 | 6.1.1 Review and implement staff development policy                | Staff development policy document published                                                  | 56,556.16              |            | ✓    | ✓    |      |      | Registrar                               |
|                                                                                                                                  | 6.1.2 Establish code of conduct for staff                          | Document on code of conduct developed                                                        | -                      |            | ✓    | ✓    |      |      | Dep. Registrar (HR) Heads of Department |
|                                                                                                                                  | 6.1.3 Institutionalise staff mentoring system                      | Staff mentoring policy developed. Staff mentoring system established                         | -                      |            | ✓    | ✓    |      |      | Pro-Vice-Chancellor Registrar Deans     |
|                                                                                                                                  | 6.1.4 Sponsor more staff to upgrade themselves                     | More staff upgraded                                                                          | -                      |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor Registrar Deans     |
|                                                                                                                                  | 6.1.5 Support staff to pursue professional programmes              | More staff acquire professional certification                                                | 148,832.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor Registrar               |
| 6.2 Improve linkages among Faculties, Directorates, Departments, Sections and Units for effective and efficient information flow | 6.2.1 Establish effective communication channels in the University | University email, other social media, and modern communication technologies adopted by staff | -                      | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar Head of ICT (Services)        |
|                                                                                                                                  | 6.2.2 Improve the UEW Close User Group communication system        |                                                                                              |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar Head of ICT (Services)        |

| Strategies               | Activities                                                                           | Expected Output                                            | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                               |
|--------------------------|--------------------------------------------------------------------------------------|------------------------------------------------------------|---------------------------|------------|------|------|------|------|--------------------------------------------------------------|
|                          |                                                                                      |                                                            |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                              |
|                          | 6.2.3 Institutionalise the use of official emails and other social media among staff |                                                            | -                         | ✓          | ✓    | ✓    | ✓    |      | Registrar<br>Head of ICT (Services)                          |
| 6.3 Reward competence    | 6.3.1 Establish a fund that will reward meritorious work annually                    | Fund for awards established                                | 223,248.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor                                              |
|                          | 6.3.2 Nominate on yearly bases staff for competence award                            | Staff access award                                         |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Deans<br>Heads of Department              |
|                          | 6.3.3 Establish a fund for experiential training of staff who are committed to work  | Fund for experiential training established                 |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor                                              |
|                          | 6.3.4 Nominate on yearly bases staff for experiential training award                 | Staff access training                                      |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Registrar<br>Deans<br>Heads of Department |
|                          | 6.3.5 Incorporate accelerated promotion into the University promotion scheme         | Promotion scheme reviewed to include accelerated promotion |                           |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar                                 |
| Subtotal for Objective 6 |                                                                                      |                                                            | 428,636.16                |            |      |      |      |      |                                                              |

## Objective 7: Enhance the Effectiveness of the Administrative System

| Strategies                                                                     | Activities                                                                                                                                                | Expected Output                                                                  | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                    |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-------------------------------------------------------------------|
|                                                                                |                                                                                                                                                           |                                                                                  |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                   |
| 7.1 Strengthen the administrative system in consonance with the best practices | 7.1.1 Establish clear-cut timelines for the delivery of services                                                                                          | Policy document on timelines produced for various sections                       |                           | ✓          | ✓    |      |      |      | Registrar<br>Heads of Department                                  |
|                                                                                | 7.1.2 Deploy enterprise wide electronic processes into the administrative procedures of the University                                                    | Enterprise wide electronic processes incorporated into administrative procedures | 30,000.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar<br>Heads of Department<br>Head, ICT (Services)          |
|                                                                                | 7.1.3 Establish a tracking system for monitoring administrative procedures                                                                                | Relevant electronic equipment procured by various sections                       | -                         |            | ✓    | ✓    | ✓    | ✓    | Head, ICT (Services)                                              |
|                                                                                |                                                                                                                                                           | Electronic Tracking System developed for document movements                      | -                         |            | ✓    | ✓    | ✓    | ✓    | Head, ICT (Services)                                              |
| 7.2 Enhance the financial sustainability of the University's operations        | 7.2.1 Strengthen cooperation between Academic Affairs and the Finance Office to ensure affiliate institutions compliance with their financial obligations | Affiliate institutions compliant with their financial obligations                | 50,000.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deputy Registrar, Academic Finance Officer |
|                                                                                | 7.2.2 Recruit more foreign students                                                                                                                       | More foreign students enrolled                                                   | 240,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Deans<br>Director, IRPAD<br>Heads of Department                   |

| Strategies | Activities                                                           | Expected Output                                                     | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                                                                                      |
|------------|----------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------------------------------------------------------------------------------|
|            |                                                                      |                                                                     |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                                     |
|            | 7.2.3 Commercialise productive ventures of the University            | More internal funds generated from at least ten commercial ventures | 280,399.55                | ✓          | ✓    | ✓    | ✓    | ✓    | Heads of Sections & Units<br>Finance Officer                                                        |
|            | 7.2.4 Adopt and apply prudent expenditure management practices       | Prudent expenditure management practices enhanced                   | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Finance Officer<br>Internal Auditor<br>Deans<br>Directors<br>Heads of Department |
|            | 7.2.5 Embark on enrolment drive for distance and sandwich programmes | Enrolment of Distance and Sandwich students increased               | 272,500.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, IEDE<br>Deans<br>Heads of Department                               |
|            | 7.2.6 Expand evening and weekend programmes                          | Evening and weekend academic programmes expanded                    | 33,000.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, IEDE<br>Deans                                                      |
|            | 7.2.7 Introduce more market- oriented programmes                     | Market-oriented programmes for revenue generation introduced        |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Deans<br>Heads of Department                                                                        |
|            | 7.2.8 Introduce dual admission into selected regular programmes      | Dual admissions established                                         |                           |            |      | ✓    | ✓    | ✓    | Vice-Chancellor                                                                                     |
|            |                                                                      |                                                                     |                           |            |      |      |      |      |                                                                                                     |
|            |                                                                      |                                                                     |                           |            |      |      |      |      |                                                                                                     |

| Strategies                                            | Activities                                                      | Expected Output                                                                   | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                   |
|-------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|----------------------------------------------------------------------------------|
|                                                       |                                                                 |                                                                                   |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                  |
|                                                       | 7.2.9 Source more external funds                                | Inflow of external funds increased                                                | 505,500.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Director, EFPO<br>Deans<br>Director, IERIS<br>Finance Officer |
|                                                       | 7.2.10 Sustain the UEW Endowment Fund                           | Sources of funding diversified                                                    | 326,649.03                | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Principals<br>Deans<br>Director, OIA                          |
| 7.3 Improve the management of the University's assets | 7.3.1 Conduct annual assets verification                        | Updated assets register compiled                                                  |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Estate Officer<br>Heads of Department                        |
|                                                       | 7.3.2 Label all University assets                               | Updated assets register compiled                                                  | 70,000.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Estate Officer<br>Internal Auditor<br>Heads of Department                        |
|                                                       | 7.3.3 Establish an effective assets management system           | Assets management policy document produced<br>Asset management software purchased | 9,842.00<br>92,000.00     | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar<br>Estate Officer                                                      |
|                                                       | 7.3.4 Carry out periodic preventive asset maintenance programme | Preventive assets maintenance established                                         | 5,000,000.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Estate Officer                                               |
|                                                       | 7.3.5 Promote good record keeping                               | Documented records of decisions and activities                                    |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar<br>Internal Auditor<br>Deans<br>Heads of Department                    |
|                                                       |                                                                 |                                                                                   |                           |            |      |      |      |      |                                                                                  |



| Strategies                                               | Activities                                                                          | Expected Output                                              | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                   |
|----------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------|------------|------|------|------|------|--------------------------------------------------|
|                                                          |                                                                                     |                                                              |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                  |
| 7.4 Ensure the integration of existing data-base systems | 7.4.1 Identify databases for integration                                            | Various databases identified                                 |                        | ✓          | ✓    |      |      |      | Head, ICT (Services)                             |
|                                                          | 7.4.2 Analyse system and user requirements                                          | Identified user-system requirements                          |                        | ✓          | ✓    |      |      |      | Heads of Department / Units Head, ICT (Services) |
|                                                          | 7.4.3 Design system interfaces to link individual databases                         | Operational systems interfaces developed                     | 48,000.00              |            | ✓    | ✓    |      |      |                                                  |
|                                                          | 7.4.4 Develop and test new database system                                          | A new database system produced                               | 60,000.00              |            | ✓    | ✓    | ✓    |      | Head, ICT (Services)                             |
|                                                          | 7.4.5 Deploy new database system                                                    | Operational new database system                              |                        |            | ✓    | ✓    | ✓    | ✓    | Head, ICT (Services)                             |
|                                                          | 7.4.6 Train staff on the use of the new integrated database system                  | Staff conversant with new database system                    | 38,080.00              |            | ✓    | ✓    | ✓    |      | Deputy Registrar, HR Head, ICT (Services)        |
|                                                          | 7.4.7 Ensure the documentation of source codes for purchased and developed software | Access to source codes easily obtained                       | 150,000.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar Head, ICT (Services)                   |
| 7.5 Improve human resource management system             | 7.5.1 Organise annual orientation for newly recruited staff                         | Orientation programme organised on each campus for new staff | 181,480.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Deputy Registrar, HR Head, CCE                   |
|                                                          | 7.5.2 Define performance indicators for various categories of jobs                  | Performance indicators defined                               |                        |            | ✓    | ✓    |      |      | Deputy Registrar, HR Heads of Department         |

| Strategies                                                          | Activities                                                                                      | Expected Output                                                | Budget Estimate<br>(GH ¢) | Time Frame |      |      |      |      | Responsibility                                                                         |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------|---------------------------|------------|------|------|------|------|----------------------------------------------------------------------------------------|
|                                                                     |                                                                                                 |                                                                |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                        |
|                                                                     | 7.5.3 Conduct annual review of staff performance                                                | Staff appraisal documents produced                             |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Heads of Department<br>Deans<br>Deputy Registrar,<br>HR<br>Director, Quality Assurance |
|                                                                     | 7.5.3 Enhance staff welfare package                                                             | Higher staff motivation                                        | 1,909,142.48              | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar                                                                              |
|                                                                     | 7.5.4 Develop succession planning scheme for staff                                              | Document on succession plan scheme for staff developed         | 9,399.56                  | ✓          |      |      |      |      | Registrar                                                                              |
|                                                                     |                                                                                                 |                                                                |                           |            |      |      |      |      |                                                                                        |
| 7.6 Improve effectiveness and efficiency of audit services delivery | 7.6.1 Organise annual workshops for departments on risk management, control and governance      | Staff knowledgeable on risk management, control and governance | 181,480.00                |            | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Deputy Registrar,<br>HR<br>Head, CCE                               |
|                                                                     | 7.6.2 Integrate ICT into the auditing process                                                   | ICT compliant staff                                            |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Head, ICT (Services)                                               |
|                                                                     | 7.6.3 Maintain Quality Assurance and Improvement Programme (QAIP) for the Internal Audit Office | Quality audit service delivery                                 |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Director, Quality Assurance                                        |
|                                                                     | 7.6.4 Promote and facilitate University-wide control self-assessment                            | Improved Staff performance                                     | 352,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Deans<br>Heads of Department                                       |
|                                                                     | 7.6.5 Carry out information systems audit annually                                              | Information systems and information security improved          | 111,624.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Internal Auditor<br>Head (ICT Services)                                                |

| Strategies                                                           | Activities                                                           | Expected Output                                                | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                                                                                     |
|----------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------|---------------------------|------------|------|------|------|------|----------------------------------------------------------------------------------------------------|
|                                                                      |                                                                      |                                                                |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                                    |
| 7.7 Ensure effectiveness and efficiency of departments and faculties | 7.7.1 Evaluate the performance of Heads of Department quarterly      | Improved level of performance of Heads of Department           | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Pro-Vice-Chancellor.<br>Internal Auditor<br>Director, QA<br>Heads of Department |
|                                                                      | 7.7.2 Facilitate the development of new and innovative programmes    | New and innovative programmes produced                         | 45,000.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deans<br>Planning Officer                                                   |
|                                                                      | 7.7.3 Create new and relevant departments under the faculties        | New departments created                                        | 302,600.00                |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deans<br>Heads of Department                                                |
|                                                                      | 7.7.4 Enhance administrative services of University operations       | Quality administrative services practised                      | 316,417,887.12            | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Registrar                                                                       |
|                                                                      | 7.7.5 Maintain effective periodic reporting and review of operations | Effective reporting and review of operations institutionalised | 1,000,000.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Planning<br>Internal Auditor<br>Director, Q A                                                |
| Subtotal of Objective 7                                              |                                                                      |                                                                | 327,716,583.74            |            |      |      |      |      |                                                                                                    |

## Objective 8: Promote Gender Equity in Admissions and Appointments

| Strategies                                                                   | Activities                                                                                               | Expected Output                                                | Budget Estimate (GH c) | Time Frame |      |      |      |      | Responsibility                                                       |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------|------------|------|------|------|------|----------------------------------------------------------------------|
|                                                                              |                                                                                                          |                                                                |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                      |
| 8.1 Strengthen the processes to bridge the male - female representation gap  | 8.1.1 Set separate admission cut-off points in departments with imbalance in male-female ratios          | Male-female ratio gap reduced                                  |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, Gender Deans<br>Heads of Department |
|                                                                              | 8.1.2 Offer scholarships to needy but brilliant female students                                          | Scholarships for needy but brilliant females institutionalised | 200,600.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Director, Gender Director, OIA                    |
|                                                                              | 8.1.3 Institutionalise mentoring scheme for female staff                                                 | Mentoring policy guidelines for females established            | 75,000.00              | ✓          | ✓    |      |      |      | Vice-Chancellor<br>Director, Gender                                  |
|                                                                              | 8.1.4 Co-opt females into key decision-making and non-statutory boards and committees                    | More female represented on boards and committees               |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Registrar                                         |
| 8.2 Facilitate the integration of gender into UEW's curricula and activities | 8.2.1 Maintain the training sessions organised for faculty on how to integrate gender into the curricula | Training of faculty on gender institutionalised                | 78,920.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Gender Head, CCE<br>Director, QA                           |
|                                                                              | 8.2.2 Develop comprehensive guidelines for integrating gender into the curricula                         | Guidelines for integration of gender developed                 | 9,399.56               | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, Gender                              |

| Strategies                                                 | Activities                                                                                         | Expected Output                                        | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                   |
|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------|------------|------|------|------|------|--------------------------------------------------|
|                                                            |                                                                                                    |                                                        |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                  |
|                                                            | 8.2.3 Introduce an academic programme in Gender Studies                                            | Gender studies programme developed and operationalised | 30,000.00                 |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, Gender          |
|                                                            | 8.2.4 Organize gender sensitization training and capacity building workshop for staff and students | Gender awareness among staff and students increased    | 122,250.00                |            | ✓    | ✓    | ✓    | ✓    | Director, Gender                                 |
|                                                            | 8.2.5 Make all policy documents gender sensitive                                                   | Gender sensitive policy documents produced             | -                         | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Registrar<br>Director, Gender |
| 8.3 Ensure compliance of UEW Gender Policy with NCTE norms | 8.3.1 Advocate for the reservation of at least 50% study leave with pay offers for females         | Guidelines on study leave with pay reviewed            | -                         |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Registrar<br>Director, Gender |
|                                                            | 8.3.2 Provide special sponsorships for female staff to attend conferences and workshops            | Existing guidelines for sponsorship reviewed           | 240,000.00                |            | ✓    | ✓    |      |      | Vice-Chancellor<br>Director, Gender              |
| Subtotal of Objective 8                                    |                                                                                                    |                                                        | 756,169.56                |            |      |      |      |      |                                                  |



## Objective 9: Improve and Expand Provision of Distance Education Services, Facilities and Opportunities

| Strategies                                                       | Activities                                                                                                                                            | Expected Output                                                    | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                                            |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------|------------|------|------|------|------|-----------------------------------------------------------------------------------------------------------|
|                                                                  |                                                                                                                                                       |                                                                    |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                                           |
| 9.1 Enhance capacity of UEW staff in distance education delivery | 9.1.1 Increase staff strength at Study Centres, CCE, CETDAR and CDE                                                                                   | Staff strength increased to appropriate levels                     |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Director, IEDE<br>Heads of Department - CCE, CETDAR & CDE<br>Study Centre Coordinators |
|                                                                  | 9.1.2 Engage subject specific lecturers for e-learning                                                                                                | Subject specific lecturers recruited                               |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE<br>Head, CDE<br>Study Centre Coordinators                                                  |
|                                                                  | 9.1.3 Institute capacity building programmes for lecturers, tutors and coordinators on lesson development, book writing, packing and on-line delivery | Two workshops organised each year for DE academic staff            | 8,544,073.04           |            | ✓    | ✓    | ✓    | ✓    | Deputy Registrar,<br>HR Director, IEDE<br>Heads of Department CCE & CDE<br>Study Centre Coordinators      |
|                                                                  | 9.1.4 Engage academic counsellors for DE students                                                                                                     | At least five academic counsellors appointed for each Study Centre | 4,000,604.16           |            | ✓    | ✓    |      |      | Director, IEDE<br>Head, CDE                                                                               |
| 9.2 Expand distance learning programmes                          | 9.2.1 Introduce new distance programmes                                                                                                               | At least two programmes introduced each year                       | 218,410.96             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE<br>Head, CDE                                                                               |
|                                                                  | 9.2.2 Promote publicity for distance programmes                                                                                                       | DE programmes advertised in the media                              | 241,852.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE<br>Head, CDE                                                                               |

| Strategies                                                       | Activities                                                             | Expected Output                                                         | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                |
|------------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------------------------|
|                                                                  |                                                                        |                                                                         |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                               |
|                                                                  | 9.2.3 Increase enrolment into DE programmes                            | DE enrolment increased by 20% each year                                 | 844,807.64                | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE                      |
|                                                                  | 9.2.4 Enhance mentoring and distance education operations              | Quality of DE delivery improved                                         | 24,239,721.08             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CETDAR                   |
|                                                                  | 9.2.5 Integrate entrepreneurship and French courses into DE programmes | Entrepreneurship and French courses introduced into DE curricula        | 1,000,000.00              |            | ✓    | ✓    | ✓    |      | Director, IEDE Head, CDE                      |
| 9.3 Enhance the use of technology in distance education delivery | 9.3.1 Utilize video conferencing facilities in DE                      | Video Conferencing facility established at each Study Centre            |                           |            | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE Head, ICT (Services) |
|                                                                  | 9.3.2 Train DE Tutors in ICT                                           | At least one training workshop in ICT organised for DE tutors each year |                           |            | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE Head, ICT (Services) |
|                                                                  | 9.3.3 Integrate the use of mobile learning devices in DE               | Course-ware uploaded onto mobile learning devices                       | 3,720,800.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE Head, ICT (Services) |
|                                                                  | 9.3.4 Establish mobile ICT laboratories at all the Study Centres       | ICT laboratories established at six Study Centres each year             | 4,295,176.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE Head, ICT (Services) |
|                                                                  | 9.3.5 Provide e-mentoring facilities                                   | Student and Staff use social media for interaction                      |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE Head, ICT (Services) |

| Strategies                                  | Activities                                                           | Expected Output                                                                               | Budget Estimate<br>(GH ¢)     | Time Frame |      |      |      |      | Responsibility                                             |
|---------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------|------------|------|------|------|------|------------------------------------------------------------|
|                                             |                                                                      |                                                                                               |                               | 2014       | 2015 | 2016 | 2017 | 2018 |                                                            |
| 9.4 Increase and resource the Study Centres | 9.3.6 Convert all DE modules into online learning modules            | All DE learning modules converted into online materials and uploaded unto the MOODLE platform | 18,992,813.13                 | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, ICT (Services)                        |
|                                             | 9.4.1 Construct permanent Study Centres                              | Five DE permanent Study Centres completed<br>Two additional permanent Study Centres initiated | 36,091,760.00<br>4,000,000.00 | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works and Physical Development<br>Director, IEDE |
|                                             | 9.4.2 Establish more Study Centres                                   | At least three new Study Centres established each year                                        | 1,573,788.80                  | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE<br>Study Centre Coordinators      |
|                                             | 9.4.3 Establish libraries in all Study Centres                       | Every Study Centre provided with fully equipped and well stocked library                      | 2,474,332.00                  |            | ✓    | ✓    | ✓    | ✓    | University Librarian<br>Director, IEDE Head, CDE           |
|                                             | 9.4.4 Provide ICT learning equipment/furniture for all study centres | Multimedia teaching and learning materials provided for each Study Centre                     | 22,324,800.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE Head, CDE<br>Head, ICT (Services)           |
| Subtotal of Objective 9                     |                                                                      |                                                                                               | 132,562,938.81                |            |      |      |      |      |                                                            |

## Objective 10: Expand Access For the Underprivileged, Marginalized, Persons Living with Disabilities and Persons from Less Endowed Schools

| Strategies                                                                          | Activities                                                                                                            | Expected Output                                                  | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                               |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|------------------------|------------|------|------|------|------|--------------------------------------------------------------|
|                                                                                     |                                                                                                                       |                                                                  |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                              |
| 10.1 Increase access for the underprivileged, marginalized and less endowed schools | 10.1.1 Design affirmative action policy in favour of the underprivileged, marginalized and less endowed schools       | Affirmative action policy document published                     | 9,399.56               |            | ✓    |      |      |      | Pro-Vice-Chancellor                                          |
|                                                                                     | 10.1.2 Establish partnership with Ghana Education Service to identify underprivileged and less endowed schools        | MoU signed with GES and underprivileged and less endowed schools | 15,600.00              |            | ✓    |      |      |      | Pro-Vice-Chancellor<br>Deputy Registrar,<br>Academic Affairs |
|                                                                                     | 10.1.3 Institute a quota admission system and special admission cut-off points for students from less endowed schools | Quota and cut-off points modalities established each year        |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deputy Registrar,<br>Academic Affairs |
|                                                                                     | 10.1.4 Establish a scholarship scheme for students from less endowed schools                                          | Scholarship scheme for less endowed schools students established | 108,800.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor                                              |
|                                                                                     | 10.1.5 Organise outreach programmes to less endowed schools                                                           | 20% of less endowed schools visited each year                    | 319,485.00             |            | ✓    | ✓    | ✓    | ✓    | Deans<br>Heads of Department                                 |

| Strategies                                                | Activities                                                                                                               | Expected Output                                                                         | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                    |
|-----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------------------------------------------------------------|
|                                                           |                                                                                                                          |                                                                                         |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                   |
| 10.2 Increase access for persons living with disabilities | 10.2.1 Design affirmative action policy for people living with disabilities                                              | Affirmative action policy document published                                            |                           |            | ✓    |      |      |      | Pro-Vice-Chancellor<br>Dean, FSE<br>HoD, Special Education                        |
|                                                           | 10.2.2 Establish a scholarship scheme for People Living with Disabilities                                                | Scholarship scheme for persons with disabilities established                            | 108,800.00                | ✓          | ✓    |      |      |      | Vice-Chancellor                                                                   |
|                                                           | 10.2.3 Provide appropriate accommodation on campus for people living with disabilities                                   | Accommodation for persons with disabilities allocated                                   | 186,040.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Dean and Vice-Deans of Student Affairs<br>Hall Managers<br>HoD, Special Education |
|                                                           | 10.2.4 Organise training workshops for both academic and support staff to enhance inclusion of persons with disabilities | At least one workshop organised on each campus on all-inclusiveness for staff each year | 111,624.00                |            | ✓    | ✓    | ✓    | ✓    | Dean, FSE<br>HoD, Special Education                                               |
|                                                           | 10.2.5 Recruit more sign language interpreters for the deaf and specialists in blind education for the visually impaired | At least 5 Sign language interpreters and 5 specialists in blind education recruited    | 273,600.00                |            | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Dean, FSE<br>HoD, Special Education                            |



| Strategies                                     | Activities                                                                                       | Expected Output                                                                                                                      | Budget Estimate (GH ₵) | Time Frame |      |      |      |      | Responsibility                                         |
|------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------|------|------|------|------|--------------------------------------------------------|
|                                                |                                                                                                  |                                                                                                                                      |                        | 2014       | 2015 | 2016 | 2017 | 2018 |                                                        |
|                                                | 10.2.6 Recruit technologists to promote the use of ICT by students with special needs            | Two ICT Specialists recruited                                                                                                        | 255,360.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor<br>Dean, FSE<br>HoD, Special Education |
|                                                | 10.2.7 Make academic and non-academic facilities accessible to people living with disabilities   | Ramps and escalators provided where appropriate                                                                                      |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works & Physical Development                 |
|                                                | 10.2.8 Make campus environment disability friendly                                               | Handicapped accessible wash rooms provided.<br>Open drains covered and walkways provided along all streets and lanes on all campuses | 228,200.00             | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Works & Physical Development                 |
| 10.3 Increase access to assistive technologies | 10.3.1 Establish a specialised laboratory with assistive devices                                 | Specialised laboratory with assistive devices established                                                                            | 97,160.80              | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, FSE<br>HoD, Special Education                    |
|                                                | 10.3.2 Provide persons with disabilities training and support in the use of assistive technology | Regular training sessions organised for usage of assistive devices                                                                   |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, FSE<br>HoD, Special Education                    |
|                                                | 10.3.3 Train faculty and staff in the use of assistive technology                                | Regular training sessions organized for usage of assistive devices                                                                   |                        | ✓          | ✓    | ✓    | ✓    | ✓    | Dean, FSE<br>HoD, Special Education                    |

| Strategies               | Activities                                                                                                                                   | Expected Output                                                                               | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                            |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------------------|
|                          |                                                                                                                                              |                                                                                               |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                           |
|                          | 10.3.4 Provide accessible workstations in the library for persons with disabilities                                                          | Two workstations provided in each campus library                                              | 120,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | University Librarian<br>Heads, Campus libraries<br>HoD, Special Education |
|                          | 10.3.5 Provide course materials in alternative formats such as Braille, audio books and electronic texts for people living with disabilities | Teaching and learning material in a variety of formats for persons with disabilities acquired |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE<br>Head, CDE<br>Head, ICT (Services)                       |
| Subtotal of Objective 10 |                                                                                                                                              |                                                                                               | 1,834,069.36              |            |      |      |      |      |                                                                           |

## Objective 11: Enhance Regional and International Collaborations

| Strategies                                                                   | Activities                                                                                                 | Expected Output                                                   | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------------------------------------|
|                                                                              |                                                                                                            |                                                                   |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                               |
| 11.1 Improve linkages with international and regional development partners   | 11.1.1 Establish partnerships with other educational institutions                                          | MOUs signed with partners                                         | 67,100.00                 |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, IRPAD                        |
|                                                                              | 11.1.2 Facilitate student and staff exchange programmes with other higher education institutions           | Staff and students exchange programmes undertaken                 |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Director, IRPAD<br>Heads of Department |
|                                                                              | 11.1.3 Formulate policies on student transfers between institutions                                        | Policy document on student transfers published                    |                           |            | ✓    |      |      |      | Pro-Vice-Chancellor<br>Dep. Registrar,<br>Academic Affairs    |
|                                                                              | 11.1.4 Establish relationship with all Regional and International Tertiary Institutions Accrediting bodies | MOU signed with the relevant bodies                               |                           |            | ✓    | ✓    | ✓    | ✓    | Director, IRPAD                                               |
|                                                                              | 11.1.5 Organise Special Congregation                                                                       | Three special congregations undertaken                            | 558,120.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor                                               |
| 11.2 Develop programmes that target the regional and international community | 11.2.1 Introduce programmes that have international demand                                                 | Programmes re-packaged to attract international students          | 25,000.00                 |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deans<br>Heads of Department           |
|                                                                              | 11.2.2 Develop split site PhD programmes                                                                   | At least one split-site PhD programme established by each Faculty | 210,000.00                |            | ✓    | ✓    | ✓    | ✓    | Pro-Vice-Chancellor<br>Deans<br>Heads of Department           |

| Strategies                                           | Activities                                                           | Expected Output                                                                   | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                     |
|------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------|
|                                                      |                                                                      |                                                                                   |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                    |
| 11.3 Forge greater collaboration with local partners | 11.3.1 Establish partnerships with local institutions and industries | MoUs signed with partners                                                         | 20,500.00                 |            | ✓    |      |      |      | Vice-Chancellor                    |
|                                                      | 11.3.2 Established industrial liaison offices                        | Functional and well equipped University office established and officers appointed | 71,200.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Head, CETDAR, Heads of Departments |
| Subtotal of Objective 11                             |                                                                      |                                                                                   | 951,920.00                |            |      |      |      |      |                                    |

## Objective 12 : Improve Branding and Visibility of the University

| Strategies                                                 | Activities                                                          | Expected Output                                                                     | Budget Estimate<br>(Gh c) | Time Frame |      |      |      |      | Responsibility                  |
|------------------------------------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|---------------------------------|
|                                                            |                                                                     |                                                                                     |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                 |
| 12.1 Improve positive constituent image and media presence | 12.1.1 Build capacity of staff in media relations                   | At least 1 Workshop organised annually for IRPAD staff and all other relevant staff | 86,769.06                 | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IRPAD                 |
|                                                            | 12.1.2 Collaborate with the media in branding the University        | Media provided with regular updates on University activities                        | 167,436.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Managers, Campus Radio Stations |
|                                                            | 12.1.3 Use campus radio stations to enhance visibility of UEW       | Coverage of University activities regularly scheduled on Campus radio stations      | 186,040.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Managers, Campus Radio Stations |
|                                                            | 12.1.4 Introduce a webpage for campus radio stations on UEW website | Online streaming of campus radio broadcasts                                         |                           | ✓          | ✓    | ✓    | ✓    | ✓    | UEW Webmaster                   |

| Strategies                                                                                            | Activities                                                                                                | Expected Output                                                                            | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                 |
|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------------------|
|                                                                                                       |                                                                                                           |                                                                                            |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                |
| 12.2 Improve the presence of academic faculties/departments and administrative offices on the website | 12.2.1 Create departmental WebPages on UEW website                                                        | Functional and regularly updated departmental web pages                                    |                           | ✓          | ✓    | ✓    | ✓    | ✓    | UEW Webmaster<br>Heads of Department           |
|                                                                                                       | 12.2.2 Build staff capacity in web presence management                                                    | Workshops web presence management organised on all campus                                  | 86,769.06                 | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Publications Unit                        |
|                                                                                                       | 12.2.3 Update the WebPages regularly                                                                      | UEW website Information updated daily                                                      |                           | ✓          | ✓    | ✓    | ✓    | ✓    | UEW Webmaster                                  |
|                                                                                                       | 12.2.4 Produce annual corporate documents                                                                 | Vice Chancellors Annual report, Basic Statistics and Research Index among others published | 64,725.00                 | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Publications Unit<br>Head, Planning Unit |
|                                                                                                       | 12.2.5 Develop a web design and publishing policy                                                         | Policy document on web design and publishing published                                     | 14,760.00                 | ✓          | ✓    |      |      |      | Head, Publications UEW Webmaster               |
|                                                                                                       | 12.2.6 Train sectional representatives in collecting information and updating web pages of their sections | Annual workshops organised for relevant staff on each campus                               |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Publications UEW Webmaster               |



| Strategies                                                               | Activities                                                                               | Expected Output                                  | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility               |
|--------------------------------------------------------------------------|------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------|
|                                                                          |                                                                                          |                                                  |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                              |
| 12.3 Enhance the capacity of the Publications and Web management offices | 12.3.1 Restructure the Publications Unit into a Corporate Communications Services Office | Publications Unit restructured                   | 14,760.00                 | ✓          | ✓    |      |      |      | Registrar Head, Publications |
|                                                                          | 12.3.2 Resource the Communications Services Office                                       | Appropriate office equipment provided            | 117,000.00                | ✓          | ✓    |      |      |      | Head, Publications           |
|                                                                          | 12.3.3 Recruit additional staff for the Communications Services Office                   | Relevant staff recruited                         |                           | ✓          | ✓    | ✓    |      |      | Registrar Head, Publications |
|                                                                          | 12.3.4 Produce a brand manual to regulate and promote the UEW brand                      | Brand manual developed                           | 10,200.00                 | ✓          | ✓    |      |      |      | Head, Publications           |
|                                                                          | 12.3.5 Develop a corporate social media policy                                           | Corporate Social Media policy document published | 14,760.00                 | ✓          | ✓    |      |      |      | Head, Publications           |

| Strategies                                                                           | Activities                                                                      | Expected Output                                                  | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                           |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------------------|---------------------------|------------|------|------|------|------|----------------------------------------------------------|
|                                                                                      |                                                                                 |                                                                  |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                          |
| 12.4 Expand opportunities for higher teacher education for other countries in Africa | 12.4.1 Recruit students for teacher education from other African countries      | International students enrolment increased progressively by 10 % | 330,428.40                | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IRPAD<br>Deputy Registrar,<br>Academic Affairs |
|                                                                                      | 12.4.2 Advertise the University programmes in other African countries           | University programmes advertised in International media annually | 6,694,575.00              | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IRPAD                                          |
|                                                                                      | 12.4.3 Build capacity for teacher education delivery in other African countries | Staff capacity built in off-shore teacher education delivery     |                           |            |      |      |      |      |                                                          |
|                                                                                      | 12.4.4 Establish campus in other African countries                              | Campuses in three (3) African countries established              |                           |            |      |      |      |      | Vice-Chancellor                                          |
|                                                                                      | 12.4.5 Intensify UEW involvement in AVU teacher education                       | Increased UEW student enrolment in AVU programmes                |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Director, IEDE                                           |

### Objective 13: Improve Quality Assurance System

| Strategies                                            | Activities                                                                                                | Expected Output                                                                                            | Budget Estimate<br>(GH c) | Time Frame |      |      |      |      | Responsibility                                            |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------------------------------------|
|                                                       |                                                                                                           |                                                                                                            |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                           |
| 12.5 Promote dynamic and sustained alumni involvement | 12.5.1 Organise regional, district, zonal, cells meeting and social media networks                        | At least 1 regional, district, zonal and cell meetings each organised annually                             | 100,461.60                | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Alumni Relations Director, OIA                      |
|                                                       | 12.5.2 Organize training workshops and seminars for alumni coordinators and district /regional executives | At least 1 workshop or seminar organised annually at each level                                            | 33,487.20                 | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Alumni Relations Director, OIA                      |
|                                                       | 12.5.3 Institute Distinguished Alumni Lectures                                                            | Annual Alumni lectures organised on each campus                                                            | 106,414.88                | ✓          | ✓    | ✓    | ✓    | ✓    | Principals Head, Alumni Relations Director, OIA           |
|                                                       | 12.5.4 Organise Alumni Home coming events                                                                 | Biennial Alumni home comings organised on each campus                                                      | 235,601.06                |            | ✓    |      | ✓    |      | Principals Head, Alumni Relations Director, OIA           |
|                                                       | 12.5.5 Facilitate the building and establishment of Alumni Secretariat complex on all UEW campuses        | Meetings of engagement, facilitating building drawings, engagement of contractors for building facilitated | 167,436.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Registrar Principals Head, Alumni Relations Director, OIA |
|                                                       | 12.5.6 Maintain constant media presence                                                                   | Alumni activities covered in the media                                                                     | 70,695.20                 | ✓          | ✓    | ✓    | ✓    | ✓    | Head, Alumni Relations Head, Publications                 |
| Subtotal for Objective 12                             |                                                                                                           |                                                                                                            | 8,502,318.46              |            |      |      |      |      |                                                           |

| Strategies                                                                            | Activities                                                                                                             | Expected Output                                                                                                             | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                        |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-------------------------------------------------------|
|                                                                                       |                                                                                                                        |                                                                                                                             |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                       |
| 13.1 Ensure staff development programmes on quality assurance                         | 13.1.1 Organise seminars and workshops for various categories of staff on quality assurance                            | At least, 1 workshop or seminar organised annually for each group or category of staff on each of campus                    | 231,000.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Quality Assurance Deans Heads of Department |
|                                                                                       | 13.1.2 Support staff to attend local & international conferences/workshops on quality assurance                        | At least, two staff supported each year to attend QA conferences or workshops                                               | 192,500.00                | ✓          | ✓    | ✓    | ✓    | ✓    | Vice-Chancellor Director, Quality Assurance           |
| 13.2 Ensure maintenance of processes, standards, and guidelines for quality assurance | 13.2.1 Establish linkages among Quality Assurance Units of Universities                                                | Inter-University QA Units established                                                                                       | 17,860.00                 | ✓          | ✓    | ✓    |      |      | Director, Quality Assurance                           |
|                                                                                       | 13.2.2 Revise instruments used by lecturers to assess students' performance at lectures                                | Instruments for assessment of students performance at lectures revised and operative                                        |                           | ✓          | ✓    |      |      |      | Director, Quality Assurance Deans Heads of Department |
|                                                                                       | 13.2.3 Revise instruments used by students to assess lecturers' teaching                                               | Instruments used to assess lecturers' teaching revised and operative                                                        |                           | ✓          | ✓    |      |      |      | Director, Quality Assurance Deans Heads of Department |
|                                                                                       | 13.2.4 Set up peer-review mechanisms for lecturers to review courses, lessons, and examination questions of each other | 13.2.4.1 Peer-review mechanism guidelines developed and operational<br>13.2.4.2 Relevant and reliable test-items developed. |                           | ✓          | ✓    |      |      |      | Director, Quality Assurance Deans Heads of Department |
|                                                                                       |                                                                                                                        |                                                                                                                             |                           | ✓          | ✓    |      |      |      |                                                       |

| Strategies                                                                                                       | Activities                                                                                       | Expected Output                                                                     | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility                                                                     |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|------------------------------------------------------------------------------------|
|                                                                                                                  |                                                                                                  |                                                                                     |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                                                                                    |
| 13.3 Monitor and evaluate all academic programmes as well as administrative system of the University for quality | 13.3.1 Evaluate course programmes in line with their aims, objectives, and relevance             | Preliminary Course programmes revised every 2 years and fully revised every 5 years | 9,399.56                  |            | ✓    |      | ✓    |      | Director, Quality Assurance<br>Deans<br>Heads of Department                        |
|                                                                                                                  | 13.3.2 Evaluate the administrative system in line with their aims, objectives, and effectiveness | Administrative system reviewed every 2 years                                        |                           |            |      |      |      |      | Registrar                                                                          |
| 13.4 Institutionalise Control Self-Assessment (CSA) programme                                                    | 13.4.1 Develop instruments for self-assessment                                                   | Self-assessment instruments developed                                               |                           | ✓          | ✓    |      |      |      | Internal Auditor<br>Director, Quality Assurance<br>Deans<br>Heads of Department    |
|                                                                                                                  | 13.4.2 Institutionalise internal accreditation mechanisms for academic departments               | Internal accreditation conducted at the end of accredited period                    |                           | ✓          | ✓    | ✓    | ✓    | ✓    | Director, Quality Assurance<br>Deans<br>Heads of Department<br>Head, Planning Unit |
|                                                                                                                  | 13.4.3 Organise control self-assessment workshops for Faculties, Departments, Sections and Units | Annual workshops on control self assessment organised                               |                           |            | ✓    | ✓    | ✓    | ✓    | Registrar<br>Internal Auditor<br>Director, Quality Assurance                       |

| Strategies                                             | Activities                                                                | Expected Output                                                                      | Budget Estimate<br>(GH ₵) | Time Frame |      |      |      |      | Responsibility              |
|--------------------------------------------------------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------|------------|------|------|------|------|-----------------------------|
|                                                        |                                                                           |                                                                                      |                           | 2014       | 2015 | 2016 | 2017 | 2018 |                             |
| 13.5 Upgrade Quality Assurance Unit into a Directorate | 13.5.1 Develop QA policy Document                                         | QA policy document for UEW developed                                                 | 24,399.56                 | ✓          | ✓    |      |      |      | Director, Quality Assurance |
|                                                        | 13.5.2 Seek institutional approval for upgrading QA Unit into Directorate | QA Unit upgraded to QA Directorate                                                   |                           | ✓          | ✓    |      |      |      | Director, Quality Assurance |
|                                                        | 13.5.3 Set up structures for the Quality Assurance Directorate            | Organisational structure established and offices equipped for QA on various campuses | 120,960.00                | ✓          | ✓    |      |      |      | Director, Quality Assurance |
| Subtotal of Objective 13                               |                                                                           |                                                                                      | 596,119.12                |            |      |      |      |      |                             |
| Grand Total (GH₵)                                      |                                                                           |                                                                                      | 738,783,422.81            |            |      |      |      |      |                             |





## Summary of Plan Budget

| Objectives                | Budget Estimate (GH¢) |
|---------------------------|-----------------------|
| Subtotal for Objective 1  | 1,025,935.75          |
| Subtotal for Objective 2  | 251,569,694.01        |
| Subtotal for Objective 3  | 9,382,378.32          |
| Subtotal for Objective 4  | 2,699,045.12          |
| Subtotal for Objective 5  | 757,614.40            |
| Subtotal for Objective 6  | 428,636.16            |
| Subtotal for Objective 7  | 327,716,583.74        |
| Subtotal for Objective 8  | 756,169.56            |
| Subtotal for Objective 9  | 132,562,938.81        |
| Subtotal for Objective 10 | 1,834,069.36          |
| Subtotal for Objective 11 | 951,920.00            |
| Subtotal for Objective 12 | 8,502,318.46          |
| Subtotal for Objective 13 | 596,119.12            |
| <b>Grand Total (GH¢)</b>  | <b>738,783,422.81</b> |

# Appendix

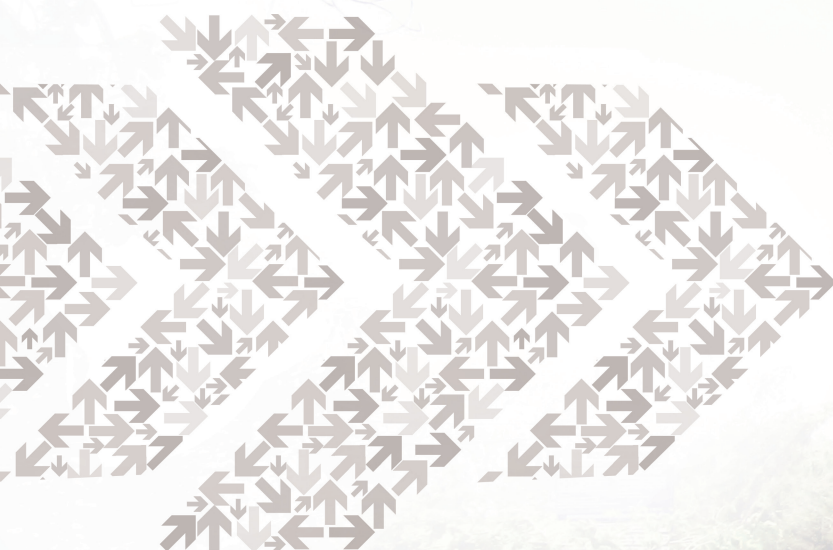
## Members of the 2014 – 2018 Strategic Plan Development Committee

|                              |                                                              |                 |
|------------------------------|--------------------------------------------------------------|-----------------|
| Prof. Harrison K. Dapaah     | Principal, College of Agriculture Education, Mampong-Ashanti | Chairman        |
| Prof. James E. Flolu         | Principal, College of Technology Education, Kumasi           | Member          |
| Prof. M.K. Amedeker          | Ag. Director, Quality Assurance Directorate                  | Member          |
| Ms. Sena Dake                | Internal Auditor                                             | Member          |
| Mr. Theophilus S. Ackorlie   | Finance Officer                                              | Member          |
| Nana (Dr.) K. Owusu-Kwarteng | Director, Office for Institutional Advancement               | Member          |
| Mr. Ebenezer N.K. Adinku     | Ag. Senior Planning Officer                                  | Member          |
| Dr. Eric Ananga              | Head, NCRIBE                                                 | Co-opted Member |
| Mr. Julius E. K. Nutakor     | Senior Planning Officer                                      | Co-opted Member |
| Mr. Godwill Andoh-Mensah     | Assistant Internal Auditor                                   | Co-opted Member |
| Mr. Albert Osei-Mensah       | Treasury Officer                                             | Co-opted Member |
| Mr. Vincent Senyo Adzogatsey | Budget Officer                                               | Co-opted Member |
| Mr. Jerry Addison Anyan      | Senior Assistant Registrar, IEDE                             | Secretary       |









# CORPORATE STRATEGIC PLAN 2014 - 2018



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