UPSA
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA
Scholarship with Professionalism

Strategic
Plan

CONTENTS

Preamble

Since its establishment, the University of Professional Studies, Accra (UPSA) has made significant leaps forward. The last five years have witnessed a university eager to deliver service excellence and contribute to making the most impact at the national, regional and global levels. Currently, the University wields a strong foundation with an extraordinary group of faculty, staff and resources that can transform the University into a world-class higher education provider.

In pursuing its transformation agenda, the University envisions that, by 2031, it will become a preeminent higher education provider in both academic and professional disciplines, nationally entrenched, regionally relevant and globally recognized. This UPSA's Vision 2031 is a collective dream; a dream that all the stakeholders believe in; a dream that all the stakeholders want to focus on; a dream that all the stakeholders are committed to acting upon; a dream that all the stakeholders are ready to learn from and improve; and finally, a dream that all the stakeholders are ready to account for.

For the next decade, 2022-2031, this document shall be the Strategic Plan that will steer the University's course. The Plan recognizes that to be preeminent in its mandated fields of Accountancy, Management and other related Social Sciences, the University must make a significant positive impact through its triple helix functions of teaching, research and service. Therefore, the Strategic Plan balances the essential elements required to achieve the ambitious goals and objectives of the University.

Based on the extensive stakeholder engagement and situational analysis, the Strategic Plan focuses on seven strategic pillars/areas, each of which has a set of objectives, measurable targets, key performance indicators and strategic initiatives. These Strategic Pillars are:

° People

° Process

° Planet

° Relevance

° Impact

° Sustainability

° Continuous improvement

As the University charts its path forward into the next decade, it will continue its mission to provide and promote quality higher academic and professional education in a nurturing and supportive environment that leverages a structured mix of scholarship with professionalism. The University will also continue to offer opportunities for personal and professional growth and uphold its essential beliefs and values of Integrity, Respect and Service.

In developing this Strategic Plan, wider consultations were done, however, the true north of the University remained the students and service to mankind. The Governing Council, Management, Faculty, Staff, Alumni, Students, community leaders, industry professionals, regulators and all other stakeholders and friends of the University were engaged to define the future of the University we envisage.

With the support of all the identified stakeholders, the University will remain committed to this plan and adopt a progressive approach to its implementation that responds to the exigencies of the time and the pursuit of continuous improvement.

The Strategic Planning Process

This Strategic Plan is the outcome of intense engagement with several stakeholders, including but not limited to the Governing Council, Management (Officeholders), Faculty (Academic Senior Members), Administrative Senior Members, Senior and Junior Staff, Alumni, Junior Members (Students), community leaders, industry professionals, and regulatory bodies. The process was led by a five-member Strategic Planning Committee.

As part of its methodology and approach, the Committee took the following steps: reviewed UPSA's 2017-2022 Strategic Plan; interacted with an array of stakeholders; reviewed other relevant documents and strategic plans of leading universities in Ghana, Africa and the world; drafted an initial plan and further engaged the stakeholders to discuss the draft to ensure that the final document reflected their aspirations. By going through this painstaking process and several months of deliberations, the Committee believes that the process was thorough, and the Plan truly reflects the aspirations of all the stakeholders.

On behalf of Management, the Committee would like to thank all those who have contributed in diverse ways to the development of this Strategic Plan. Management also appreciates the work of the Committee and calls on all stakeholders to ensure that Vision 2031 becomes a reality.
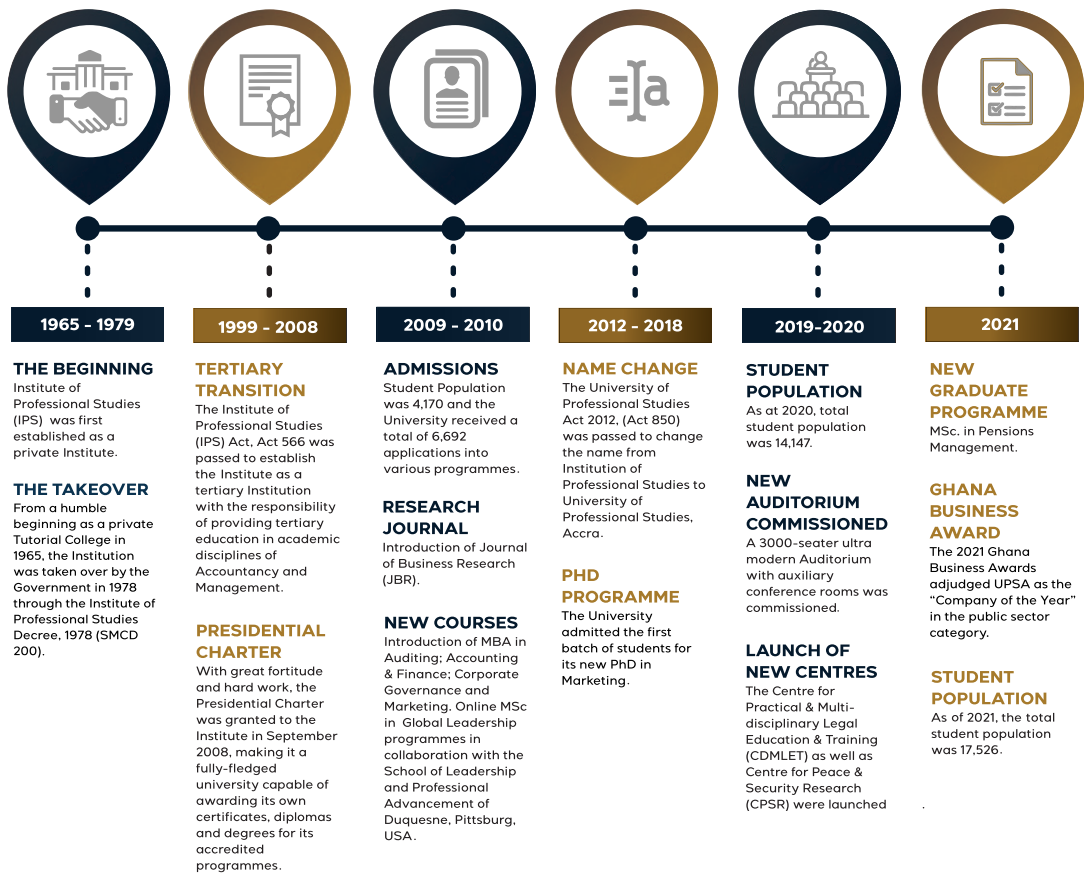
The University's Journey So Far

The University of Professional Studies, Accra was established in 1965 as a private institution and taken over by the Government of Ghana in 1979. The Institute of Professional Studies Act of 1999 (Act 566) was enacted by Parliament which transformed it into a tertiary institution. The Institute attained fully-fledged university status on 1st of September 2008 when it was granted a Presidential Charter.

The Institute was renamed the University of Professional Studies, Accra on 9th of October 2012 following the Presidential assent to the University of Professional Studies Bill passed by Parliament on the 31st of July 2012 to bring into effect the University of Professional Studies Act, 2012 (Act 850).

With an initial enrolment of five students in 1965, the University has consistently grown its student population to over 17,000 students as of 2021. Currently, the University currently offers programmes at the diploma, bachelor's, master's and doctoral levels in the academic disciplines of Accountancy, Management and other related areas.

Presently, UPSA remains the only public institution in Ghana with the mandate to offer both academic degrees and provide tuition for business professional qualifications. With this unique mandate, combining scholarship with professionalism has become the tagline of the University. Thus, the University has built systems that underlay its distinctive academic and professional profile making it a preferred choice. UPSA is fully accredited by the Accreditation Council for Business Schools and Programmes (ACBSP) in the USA.

1965 – 1979

THE BEGINNING
Institute of Professional Studies (IPS) was first established as a private Institute.

THE TAKEOVER
From a humble beginning as a private Tutorial College in 1965, the Institution was taken over by the Government in 1978 through the Institute of Professional Studies Decree, 1978 (SMCD 200).

1999 – 2008

TERTIARY TRANSITION
The Institute of Professional Studies (IPS) Act, Act 566 was passed to establish the Institute as a tertiary Institution with the responsibility of providing tertiary education in academic disciplines of Accountancy and Management.

PRESIDENTIAL CHARTER
With great fortitude and hard work, the Presidential Charter was granted to the Institute in September 2008, making it a fully-fledged university capable of awarding its own certificates, diplomas and degrees for its accredited programmes.

2009 – 2010

ADMISSIONS
Student Population was 4,170 and the University received a total of 6,692 applications into various programmes.

RESEARCH JOURNAL
Introduction of Journal of Business Research (JBR).

NEW COURSES
Introduction of MBA in Auditing; Accounting & Finance; Corporate Governance and Marketing. Online MSc in Global Leadership programmes in collaboration with the School of Leadership and Professional Advancement of Duquesne, Pittsburg, USA.

2012 – 2018

NAME CHANGE
The University of Professional Studies Act 2012, (Act 850) was passed to change the name from Institution of Professional Studies to University of Professional Studies, Accra.

PHD PROGRAMME
The University admitted the first batch of students for its new PhD in Marketing.

2019–2020

STUDENT POPULATION
As at 2020, total student population was 14,147.

NEW AUDITORIUM COMMISSIONED
A 3000-seater ultra modern Auditorium with auxiliary conference rooms was commissioned.

LAUNCH OF NEW CENTRES
The Centre for Practical & Multi-disciplinary Legal Education & Training (CDMLET) as well as Centre for Peace & Security Research (CPSR) were launched .

2021

NEW GRADUATE PROGRAMME
MSc. in Pensions Management.

GHANA BUSINESS AWARD
The 2021 Ghana Business Awards adjudged UPSA as the "Company of the Year" in the public sector category.

STUDENT POPULATION
As of 2021, the total student population was 17,526.

Strategic Orientation

The strategic direction of the University is defined by its vision and mission and guided by its core values.

Vision

To be a preeminent higher education provider in both academic and professional disciplines, nationally entrenched, regionally relevant and globally recognized.

Mission

We strive to provide and promote quality higher academic and professional education in business and other social sciences-related disciplines by leveraging a structural mix of Scholarship with Professionalism in Ghana and beyond.

We deliver our mission by engaging in Teaching and Learning, Research and Development and Social Impact.

Values

Our mission inspires our daily activities. We also share a set of values – *Integrity, Respect and Service* - which form the tripod on which we stand. These values define the UPSA culture and work ethic. As a University, we strive to motivate one another by mirroring these values in our behaviours and attitudes. Integrity, Respect and Service are the shared values that underpin UPSA's code of conduct

INTEGRITY

UPSA is determined to act consistently in accordance with its principles and espoused values.

RESPECT

Respect in the University community means respect for one's self, others, environment and the University's values.

SERVICE

Service in the UPSA community means recognizing social needs and applying our strengths and knowledge to address these needs.

Norms

We consider the National Council for Tertiary Education (NCTE) norms for universities in Ghana as our minimum academic standards and operate within the ethical guidelines of all professional bodies. Continuing to improve and ensuring a system that focuses on the head, heart and hands within an intensive teaching and learning environment is our concern.

Tagline

Scholarship with Professionalism

Scholarship means the pursuit and acquisition of knowledge. Professionalism implies the application of knowledge and skills for development in an ethical way. These two concepts are the key driving forces at UPSA.

Positioning

UPSA is perceived as the fastest-growing Ghanaian University with a strengthened capacity to be forward-looking, and with a focus on excellence in everything we do.

We position our model as a unique ultra-modern business education and research centre that blends scholarship with professionalism to deliver superior educational value. UPSA is associated with a culture of innovation and industry-connectedness. Our students and staff see us as a caring institution. With growing physical and technological infrastructure to meet the needs of the growing student population, our recognised exceptional programmes will promote social mobility and prepare our students for professional success.

Situational Analysis (Pictorial/Visual Representation)

This section summarizes the current realities at UPSA as of 2021. It presents information on the student population, staff strength, schools, faculties, departments, centres and a suite of academic and professional programmes

Internal Analysis

Student Population

UPSA currently has a total student population of Seventeen Thousand Five Hundred and Twenty-Six (17,526).

1,619 Postgraduate

160 Professional

17,526
Total Students
at UPSA

2,657 Diploma

13,090 Undergraduate
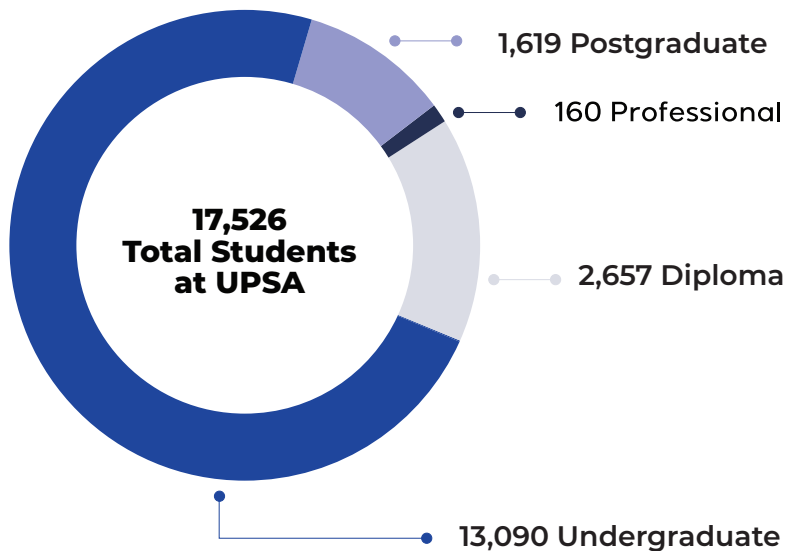
Fig. Student Enrolment Statistics

8,043

46%

9,483

54%

Total Student Population

17,526

75 %

50 %

25 %

0 %
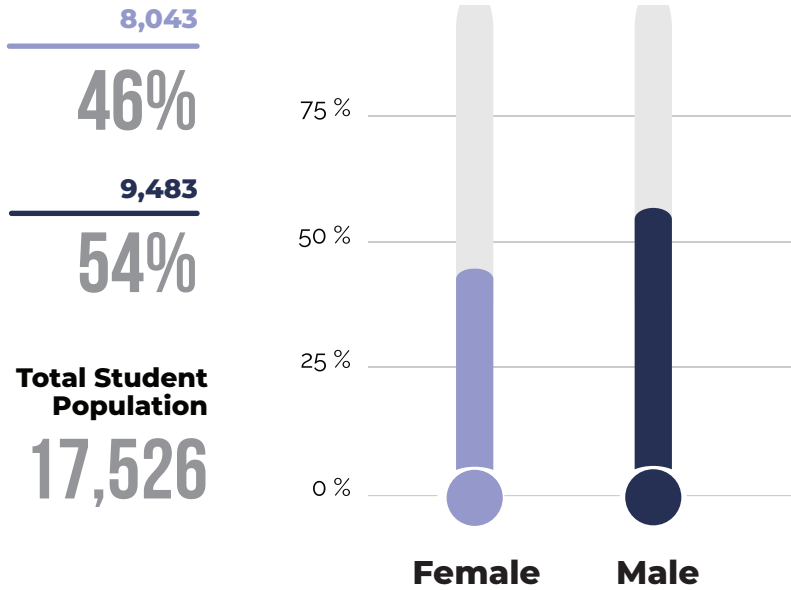
Female   **Male**

Fig. Gender Distribution of students

Staff Positioning

As of November 2021, the total staff strength of the university stood at 762 made up of 35% females and 65% males. Academic/Teaching Senior Members constituted the majority followed by Senior Staff, Non-teaching Senior Members and Junior Staff.

JUNIOR STAFF

81 People

SENIOR MEMBERS NON-TEACHING

160 People

SENIOR MEMBERS TEACHING

351 People

762 STAFF

SENIOR STAFF

170 People
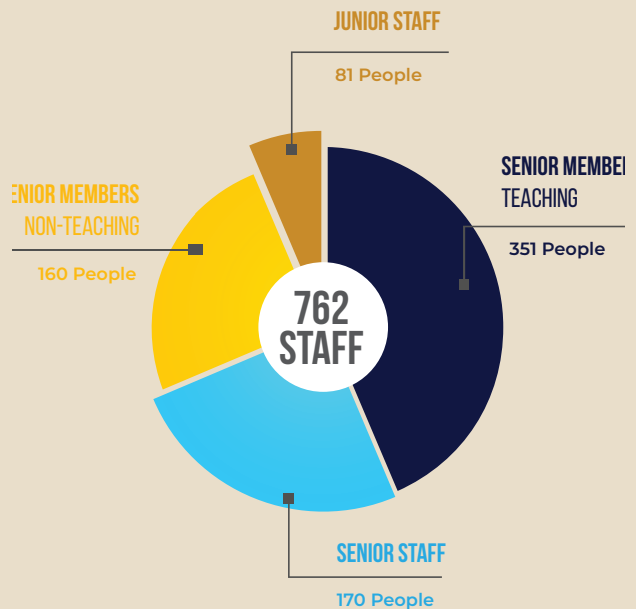
Fig. Staff Strength as of November 29, 2021

265

35%

497

65%

**Total Number
of Staff**

762

75 %

50 %

25 %

0 %

Female   **Male**
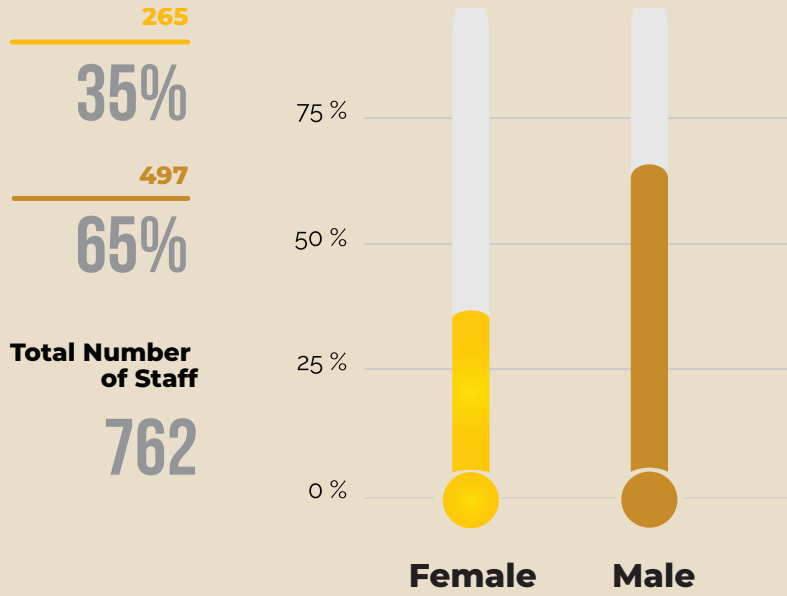
Fig. Gender Distribution of Staff

Faculties, Schools & Centres of Excellence

Faculty of Management Studies

° Department of Marketing

° Department of Business Administration

Faculty of Accounting and Finance

° Department of Accounting

° Department of Banking & Finance

Faculty of Information Technology & Communication Studies

° Department of Public Relations Management

° Department of Information Technology

UPSA Law School

° Department of Public Law

° Department of Private Law

The following Schools also exist to facilitate research, scholarly activities and the coordination of teaching and learning.

° Office of Doctoral Programmes

° School of Graduate Studies

° Weekend School

° Evening School

° Distance Learning School

The University has Centres and Institutes that engage in research and other development activities:

° Business Development Centre

° Research and Consultancy Centre

° Centre for International Education and Collaboration

° Centre for Peace and Security Research

° Otumfuo Centre for Traditional Leadership

° Centre for Strategic Leadership

° Centre for Public Accountancy

° Institute of Professional Studies

° Institute of Work, Employment and Society

International Associations

UPSA is a member of the International Association of Universities, the Association of Commonwealth Universities, and the Association of African Universities. The University also has academic and research collaborations with a number of institutions worldwide.

Programmes

The curriculum of the University provides an innovative blend of academic and professional business disciplines to meet the growing demand from all sectors of the Ghanaian and global economies.

Academic Programmes

- ° Doctor of Philosophy in Marketing
- ° Master of Philosophy in Finance
- ° Master of Philosophy in Leadership

Doctrate & Master of Philosophy Programmes

- ° Master of Business Administration in Accounting and Finance
- ° Master of Business Administration in Auditing
- ° Master of Business Administration in Corporate Governance

Master of Business Administration Programmes

Master of Business Administration Programmes

- ° Master of Business Administration in Internal Auditing
- ° Master of Business Administration in Marketing
- ° Master of Business Administration in Petroleum Accounting and Finance
- ° Master of Business Administration in Total Quality Management
- ° Master of Business Administration in Impact Entrepreneurship and Innovation

° Master of Science in Procurement Management

° Master of Science in Insurance Risk Management

° Master of Science in Leadership

° Master of Arts in Brands and Communications Management

° Master of Arts in Peace, Security and Intelligence Management

Master of Science & Arts Programmes

Undergraduate Programmes

° Bachelor of Arts in Public Relations Management

° Bachelor of Science in Accounting

° Bachelor of Science in Accounting and Finance

° Bachelor of Science in Business Economics

° Bachelor of Science in Actuarial Science

° Bachelor of Science in Banking and Finance

° Bachelor of Business Administration

° Bachelor of Science in Information Technology Management

° Bachelor of Science in Marketing

° Bachelor of Science in Real Estate Management and Finance

° 4-Year Bachelor of Laws (LLB)

° 3-Year Post-First Degree Bachelor of Laws (LLB)

Undergraduate Programmes

° Diploma in Accounting

° Diploma in Marketing

° Diploma in Management

° Diploma in Public Relations Management

° Diploma in Information Technology Management

Diploma Programmes

Professional Programmes

The University also provides tuition through its Institute of Professional Studies leading to the following globally recognised professional qualifications:

° Association of Chartered Certified Accountants (ACCA)

° Chartered Institute of Banking (CIB)

° Institute of Chartered Accountants, Ghana (ICAG)

° Chartered Institute of Marketing (CIM)

° Chartered Institute of Management Accountants (CIMA)

° Institute of Chartered Secretaries and Administrators (ICSA)

New Programme

° MSc in Pension Management

Key Resources & Facilities

- ° The University is accredited by the Accreditation Council for Business Schools and Programmes (ACBSP). This certifies that the teaching and learning processes within the undergraduate and graduate business programmes offered at UPSA meet the rigorous educational standards established by ACBSP.

- ° A multi-million Cedi Three Hundred and Fifty-Five (335) room capacity hostel accommodating 1,340 students.

- ° The construction of two nearly completed Hostel facilities with the capacities of Three Hundred and Ninety-Six (396) and Four Hundred and Sixteen (416) rooms respectively.

- ° UPSA is keeping pace with the changing ICT paradigm by resorting to ICT-driven initiatives that will catalyse its development. For example, the extension of Fibre Optics Backbone and Local Area Network (LAN) infrastructure to every part of the University.

- ° A three thousand five hundred and fifty (3,550) seater auditorium with ancillary conference rooms with a combined seating capacity of seven hundred (700). Other facilities include a two-level underground car park, media and projection rooms, lounges and exhibition and multi-purpose spaces.

° A Students' Centre comprising facilities for catering services, Business Centre, Halls for examinations and student activities, offices for lecturers and offices for professional groups.

° The Academic Wing Complex comprises a block of offices for lecturers, lecture rooms, computer laboratories an office block and an Eight Hundred (800) seater auditorium.

° The construction of a multi-purpose twin-tower building is steadily progressing to accommodate lecture halls and offices.

° The Media and Website Management Unit has been created to help enhance the online presence of the University and digital information dissemination.

° An enhanced Learning Management System (LMS), which provides the backbone for UPSA's virtual teaching and learning capabilities.

External Micro Analysis

The following section provides a summary of the current situation within the tertiary education industry in Ghana.

Competitor Analysis

The tertiary education landscape in Ghana is vibrant and rife with competition. UPSA faces competition, directly and indirectly, from both public and private universities. Currently, there are fifteen (15) public universities, One Hundred and Ten (110) private tertiary institutions offering HND/Degree Programmes, seven (7) public degree awarding and professional institutions, ten (10) technical universities and five (5) registered foreign institutions, one (1) regionally owned (West Africa) tertiary Institution, in Ghana's tertiary sector who are competing with UPSA directly or indirectly. The Ghana Tertiary Education Commission provides academic audits and accreditation to ensure standards thereby further heightening competition amongst public and private tertiary institutions as they strive to meet the GTEC's requirements.

The tertiary education ecosystem is also replete with international and global universities providing online education. UPSA faces competition from some of the world's best universities providing 100% online undergraduate and postgraduate degrees.

Accredited Institutions

Category	Number of institutions
Chartered Private Tertiary Institution	7
Distance Learning Institution	2
Private Polytechnic	1
Private Tertiary Institutions Offering HND/Degree Programmes	110
Public Degree Awarding and Professional Institution	7
Public University	15
Regionally Owned (West Africa) Tertiary Institution	1
Registered Foreign Institution	5

Source: Ghana Tertiary Education Commission

Tertiary Education Sector Regulators

Ghana Tertiary Education Commission (GTEC) was established by the Education Regulatory Bodies Act, 2020 (Act 1023) which repealed the National Council for Tertiary Education Act 1993 (Act 454) and the National Accreditation Board Act, 2007 (Act 744).

GTEC, an amalgamation of the National Council for Tertiary Education and the National Accreditation Board has the mandate to regulate tertiary education in all its forms in Ghana.

The Commission, in the performance of the general functions,

° ensures that tertiary education institutions apply the highest quality standards and relevance of teaching, learning and research programmes and outcomes;

° promotes equitable and inclusive access to all tertiary education programmes and services;

° promotes transparent governance and best practices, including reporting and checks and balances to ensure full accountability;

° promotes a culture of independent, lifelong learning and scientific and technological inquiry among staff, students and the wider society;

° promotes affirmative action for persons with disabilities and other marginalised and disadvantaged groups; and

° promotes non-discrimination policies and practices.

The regulatory functions of the Commission include:

° ensuring the implementation of approved regulations and national standards and norms with respect to tertiary education institutions;

° Approving the establishment of tertiary education institutions;

° Regulating the structure of tertiary education in the country;

° Developing policies and regulations to advance the conduct of research and innovation in public tertiary education institutions;

° Developing norms for the allocation of grants to drive tertiary education policy based on national development priorities;

° Undertaking or causing to be undertaken, periodic or ad-hoc visitations, regular inspections, monitoring and evaluation of tertiary education institutions to ensure compliance with the provisions of this Act or Regulations made under this Act;

° Setting up and operating a tertiary education institution information management system to enable real-time access to decision support data of all tertiary education institutions;

° Developing and implementing policy on criteria or requirements for admission to tertiary education institutions in the country;

° Receiving annual reports from tertiary education institutions three months after the end of each academic year;

° Approving the establishment of new academic units in tertiary education institutions by being mindful of cost-effectiveness and alignment with institutional mission and mandates and national development objectives;

° Establish links with relevant national and international stakeholders necessary for the attainment of the objects of the Commission;

° Verifying the authenticity of all certificates, diplomas and degrees upon request; and

° Making recommendations to the Minister to ensure discipline in tertiary education institutions.

Demand For University Education

The general demand for university education in Ghana has increased exponentially thereby resulting in a surge in the student population of most Ghanaian universities. UPSA is no exception. As of March 2020, there were nearly four hundred and five thousand (405,000) students enrolled under the Free Senior High School (SHS) policy, as against 512,083 applicants by the same date in 2021. The intake of the first free SHS cohort (358,205 students) is already in their second year of tertiary education in institutions across Ghana, while the second batch awaits enrollment into Level 100 in January 2022. Consistent with global trends, young people in Ghana continue to place value on University education, therefore, the high demand for tertiary education is expected to remain consistent.

Strengths, Weaknesses, Opportunities & Threats (Swot) Analysis

This section summarises the identified strengths, weaknesses, opportunities and threats of UPSA using SWOT analysis.

STRENGTHS

- ° UPSA is the only public university mandated to provide both academic and professional courses

- ° Increasing positive image for the UPSA brand

- ° High calibre of faculty with industry experience and dual academic and professional qualifications

- ° Easy accessibility. Located at the academic hub of the capital city of Accra close to the regulator (i.e., Ghana Tertiary Education Commission) and proximity to the international airport

- ° Demonstrated innovativeness and resilience to shocks such as pandemics

- ° Highly sought-after graduates with alumni in key positions in government and industry

- ° Robust Learning Management System

- ° National and global accreditation

- ° Growing student population

- ° Financial stability

° Low international visibility

° Limited research output

° Weak business development capacity

° Limited engagement with industry

° Infrastructure deficit

° Limited income generation from research and consultancy

° Uncoordinated alumni associations

° Limited community action initiatives

° Limited access to journal publications and other online resources for teaching and learning

° Limited land space for infrastructure development

° Relatively few research masters and doctoral programmes

° Inadequate linkages with the international community for collaboration and partnerships

° Average ICT infrastructure and limited internet connectivity

WEAKNESSES

° Free SHS regime to increase potential fresh student's size

° Increased emphasis on recruiting people with both academic and professional qualifications in the University's mandated fields

° Political stability and conducive academic environment to attract international students

° Willingness of universities abroad to forge robust inter-institutional collaborations

° Increasing opportunities to strengthen external partnerships with other higher education institutions and non-academic sectors and organisations

° Demand for higher education is increasing both within the country and throughout the West African sub-region.

° UPSA is strategically located to attract more projects and collaborations.

OPPORTUITIES

º Increasing accredited number of universities offering similar programmes

º Delays in the accreditation of programmes

º Limited Government subvention and the resultant pressure on internally generated funds

º The influx of foreign universities and the rise in distance education in Ghana

º The possibility of brain drain from Faculty and Administrative staff to organisations with more attractive opportunities

º The interruption of the academic calendar due to the outbreak of diseases and natural disasters

º The rising cost of running the University

º The growing social conflicts with the pluralisation of internal and external constituencies and erosion of academic freedom.

THREATS

Strategic Priorities & Focus

Having reviewed the operating environment and considered the strength, weaknesses, opportunities and threats of UPSA, the stakeholder engagement yielded seven strategic priorities that should serve as the compass of the University over the next decade. Each of seven strategic goals is cast into a goal, followed by a set of strategic objectives. In order to ensure effective implementation, the Plan highlights key performance indicators and metrics that will be monitored and evaluated. The results of the monitoring will be shared on a regular basis to influence both strategic and operational decision-making. The strategic initiatives will respond to UPSA's changing priorities and be updated as and when appropriate. The seven core pillars are captured as follows:

THE SEVEN STRATEGIC PILLARS

- 01 PEOPLE
- 02 PROCESSES
- 03 PLANET
- 04 RELEVANCE
- 05 IMPACT
- 06 SUSTAINABILITY
- 07 CONTINUOUS IMPROVEMENT

Fig. The 7 Strategic Pillars

Strategic Focus & Goals

At glance, the strategic focus and the corresponding strategic goals are presented below.

#	STRATEGIC FOCUS	STRATEGIC GOAL
1	PEOPLE	Attract students and staff from all backgrounds with the potential to contribute to and benefit from the lifelong teaching and learning experience of the University.
2	PROCESSES	Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency.
3	PLANET	Develop the teaching and learning environment into a world-class ecosystem that thrives on state-of-the-art infrastructure.
4	RELEVANCE	Build closer, stronger and mutually beneficial partnerships with local and international actors in the communities we serve.
5	IMPACT	Make a strong impact through quality teaching, research and service
6	SUSTAINABILITY	Generate and manage financial resources and other capital to ensure resilience, sustained growth and long-term sustainability.
7	CONTINUOUS IMPROVEMENT	Build an institution of proactive, active and reflective learning for continuous improvement and transformation.

Strategic Goals and Objectives

People

At the heart of everything that the University does is the people. This pillar, therefore, constitutes the true north of the University. By people, the University is referring to all its stakeholders which include but are not limited to students, staff, alumni, industry, community, and other stakeholders.

Strategic Goal 1 (8 objectives)	Attract students and staff from all backgrounds with the potential to contribute to and benefit from the lifelong teaching and learning experience of the University.

Objective 1	Attract and admit eligible students from all backgrounds
Measurable Targets	° At least 10% yearly growth in student enrolment ° 3% non-competitive admissions of which 1% should be reserved for residents in the University's catchment area ° 5% International student population
KPIs	° Admission statistics ° Access for differently-abled persons ° Admissions from less endowed areas ° Level of attraction of international students

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Develop and execute a coordinated marketing and communication strategy that support diversity, equity and inclusion in student recruitment	Q2 2022	Q4 2022	Director, PAD
Increase scholarships to brilliant but needy students	Q3 2022	Q4 2031	Dean, Students' Affairs
Develop a policy for non-competitive admission reserved for students from less endowed communities	Q3 2022	Q4 2022	Director, Academic Affairs
Develop connections to promote UPSA programmes to international students	Q1 2022	Ongoing	Director, CIEC

Objective 2	Offer excellent teaching and learning experiences to all students that will equip them to excel in their chosen careers.
Measurable Targets	° Service Excellence Awards instituted by the end of 2022 ° Annual faculty evaluation to be conducted one month before the start of the academic year ° At least one tracer study every two years starting in 2022
KPIs	° Teaching performance targets ° Research output targets set ° Students' evaluation reports ° Tracer studies' reports

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Institute excellence awards in teaching, research and service or administration	Q2 2022	Ongoing	Registrar
Conduct faculty evaluation regarding teaching, research and service	One month prior to the commencement of the academic year	Ongoing (yearly)	Director, Quality Assurance

Conduct staff evaluation including administrative heads	December 2022	Ongoing (yearly)	Director, HR
Conduct biannual tracer studies	Q3 2022	Ongoing (biannual)	Director, Research and Consultancy

Objective 3	Attract, recruit and retain the highest calibre of staff
Measurable Targets	° Increase the number of doctorate or terminal degree holders by at least 5% every year ° Increase the number of promotions to Assoc. Professor and Professor by 10% every three years. ° Increase the number of promotions to Senior Lecturer by 20% every three years. ° Increase the number of promotions to Lecturer rank by 40% every two years. ° Increase the number of promotions of Administrative Senior Members by at least 5% annually ° Increase the number of promotions of Senior Staff and Junior Staff by at least 5% annually ° At least two (2) visiting lecturer positions for international academics ° Continuously decrease the turnover rate

KPIs

- ° Faculty members with PhDs
- ° The number of promotions to Lecturer, Senior Lecturer, Assoc. Professor and Professor
- ° The number of promotions to Lecturer, Senior Lecturer, Assoc. Professor and Professor
- ° Number of promotions of Administrative Senior Members
- ° Number of promotions of Senior and Junior Staff
- ° At least 90% of staff retained

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Improve the conditions of service and working environment for all staff	Q2 2022	Ongoing (biannually)	Director, Research and Consultancy
Organise seminar on promotions	Q2 2022	Ongoing (biannually)	Director, Research and Consultancy
Institute a mentorship or "academic blind" dating programme for early-career academics	Q3 2022	Ongoing	Academic Deans

Engage visiting professors from Ghana and abroad who have a proven track record for excellence in teaching, research and service	Q3 2022	Ongoing (annually)	Director, HR
Conduct biannual staff satisfaction survey	Q3 2022	Ongoing (biannually)	Director, Research and Consultancy
Institute Exit Interview for staff who resign	Q2 2022	Ongoing	Director, HR

Objective 4	Retain and retrain alumni in executive continuous professional development programmes
Measurable Targets	° Establish comprehensive alumni database ° Target 5% retention of alumni in recruitment ° Run at least two (2) Continuous Professional Development (CPD)
KPIs	° Alumni Association is better structured and coordinated ° Number of CPD programmes organised for alumni

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Institute mechanisms of engaging alumni (e.g., Master Class, Guest Lecture opportunities)	Q2 2022	Ongoing (Semi-annually)	Director, Business Development Centre
Continue to market the University to alumni and other stakeholders through continuous professional development programmes	Q2 2022	Ongoing (Semi-annually)	Director, Business Development Centre
Develop a policy on the retention of alumni	Q2 2022	Q3 2022	Director, HR
Improve alumni relations and community engagement	Q1 2022	Ongoing	Head, Alumni Office

Objective 5	Support staff in personal and professional growth and development
Measurable Targets	° Increased number of scholarships awarded to staff by at least 10% every two years ° At least 20% of staff should be supported to participate in CPDs annually ° Produce blueprints for career development and succession plan by the middle of 2022 and reviewed thereafter
KPIs	° Number of scholarships or sponsorships ° Number of CPDs ° Career development plan ° Succession plan

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Undertake staff needs assessment and develop a human resources management policy to Support the professional growth and development of staff	Mid 2022	Ongoing (annually)	Director, HR
Institute career development and succession plan for the University	Q2 2022	June 2022 (review and update)	Director, HR

Objective 6	Work towards a bonding relationship among students, staff and alumni that promotes collaborative learning through mentorships and coaching
Measurable Targets	° Develop an academic mentorship programme by end of 2022 ° At least 10% of faculty research publications should be collaborations with postgraduate students ° Establish a pool of industry coaches for students, up to a maximum of 10 students to 1 industry coach ° 30% of teaching staff with industry experience
KPIs	° Alumni involvement in University activities ° Guest-speaker opportunities and Master Class ° Mentorship programmes ° Coaching arrangements ° Staff with industry experience ° Internship opportunities

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Create avenues or platforms for students, staff and alumni to interact and engage.	Q1 2022	Ongoing (Annually)	Head, Alumni Office
Foster research collaborations between postgraduate students and faculty	Q1 2022	Ongoing (Annually)	Deans, Postgraduate Programmes (SOGS and ODP)

Connect students to industry coaches	Beginning of the academic year, starting in 2022	Ongoing (Annually)	Head, Industrial Relations Office
Increase internship opportunities for both staff and students	During long Vacations 2022	Ongoing (Annually)	Head, Industrial Relations Office

Objective 7	Promote the health and wellness of our students and staff through sports, recreation, health screening and psycho-social support systems
Measurable Targets	° Decreased number of work-related illnesses by 50% on a sustained annual basis ° Hold at least one major sporting activity for the entire university annually ° 100% access to counselling services for those who may need such services ° At least 80% of health coverage and access to the modern-day healthcare system
KPIs	Number of sporting activities Health screening Number of social events

Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Continue to organise University Day of sports	Q3 2022	Ongoing (Annually)	Head, Sport Unit

Actively promote health and well-being of staff and students through health education	All year	Ongoing	Director, Medical Centre
Establish keep-fit clubs	Q2 2022	Ongoing	Head, Sport Unit
Create a well-equipped gymnasium	Q1 2023	Ongoing	Head, Sport Unit
Promote psycho-social wellbeing among staff and students	All year	Ongoing	Head, Counselling Unit
Encourage unionised groups to organise joint social activities	Any time in the year	Ongoing	Leaders, Unionised Groups

Objective 8	Nurture good and close relationships with our external stakeholders, community, industry, government and partners
Measurable Targets	° Maintained at least 4 active university collaborations annually ° Doubled the number of community action initiatives ° Increased and sustained the university's image and reputation among stakeholders

KPIs
- ° Number of stakeholder engagements or meetings
- ° Number of collaborative activities between the university and stakeholders
- ° Reputation index

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Establish external relations office	Q1 2023	Ongoing	Director, Public Affairs
Develop a broad-brush strategy for stakeholder engagement	Q3 2022	Q4 2022	Director, CIEC
Develop a Collaboration Policy	Q3 2022	Q4 2022	Director, CIEC
Conduct periodic surveys to measure and track the reputation of the University among key stakeholders	Q3 2022	Q4 2022	Director, Quality Assurance

Processes

By and large, the University is run on processes, which refer to the structures, systems and procedures that are put in place to ensure the effective governance, management and administration of the University to achieve its mandate and vision. These processes include Governance, Administration, Support Systems and the Organizational Culture of the University.

Strategic Goal 2 (7 objectives)	Strengthen the governance structure and administrative processes for institutional effectiveness and efficiency

Objective 1	Implement a strengthened corporate governance mechanism to achieve organisational goals
Measurable Targets	° Developed Board Charter by the end of 2022 ° At least one refresher course for Council Members annually ° Annual Council evaluation
KPIs	° Corporate governance charter ° Board evaluations report ° Reduced corporate governance infractions

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Develop a Board Charter for effective corporate governance	Q 3 2022	Ongoing	Registrar

Organize regular refresher training on corporate governance for board members	Mid-year (i.e., June), starting in 2022	Ongoing (Annually)	Registrar
Institute an annual board/council evaluation	End of year (i.e., December), starting in 2022	Ongoing (Annually)	Registrar

Objective 2	Enhance the capacity of Management and leadership		
Measurable Targets	° At least one capacity enhancement training for Management and Leadership every semester		
KPIs	° Number of training programmes organised ° Improved performance		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Develop executive training programmes for Management and Leadership and/or support them to attend similar programmes	Q1 and Q3 2022	Ongoing (biannually)	Director, HR

Objective 3	Improve the performance of all leaders		
Measurable Targets	° Developed protocols for appraising leaders or heads of units ° Appraisals of all heads of units or leaders		
KPIs	° Protocols of appraisal ° Performance appraisal reports		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Develop the protocols for appraising leaders	Q3 2022	Ongoing (biannually)	Director, HR
Carry out annual performance review and appraisal	Q4 2022	Ongoing (Annually)	Director, Quality Assurance
Provide constructive feedback on performance appraisal	Q3 2022	Ongoing (Annually)	Director, Quality Assurance

Objective 4	Streamline administrative functions, responsibilities and processes for efficiency and productivity
Measurable Targets	° Staff audit conducted annually ° Staff rationalisation is conducted every five years

KPIs
- Clearly defined roles and responsibilities
- Committees' report
- Quality of work of Committees
- Reduced bureaucracy
- Effectiveness and Efficiency

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Conduct staff audit and rationalisation to inform restructuring or reorganization of the administrative system	Q4 2022	Q4 2022	Director, HR
Identify administrative functions that can be decentralised and devolved to respective functional heads.	Q3 2022	Q3 2022	Directors, Administration, ISTD and DIMC
Develop a mechanism for measuring the effectiveness of various committees	Q3 2022	Q3 2022	Registrar

Objective 5	Build an organizational climate that is based on shared values and teamwork
Measurable Targets	° At least one workshop on organisational culture organized annually ° At least one team-building workshop organised for staff every year ° At least one management meeting with staff unions (i.e., staff durbars) every year
KPIs	° Reduced campus-specific labour agitations ° Staff satisfaction

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Organise workshops on the ethos of the University and the need to foster a productive culture	Q1 2022	Ongoing (Annually)	Director, HR
Organise management meetings with staff unions in the University (i.e., staff durbars)	Mid-year (i.e., June), starting 2022	Ongoing (Annually)	Director, HR
Ensure free flow of information on issues affecting a member of the University community	Throughout the year	Ongoing	Registrar

Objective 6	Automate major processes and deploy IT to go paperless as much as possible
Measurable Targets	° Published annually the calendar for document digitization ° Reduce usage of paper to the barest minimum ° Aim to automate most of the university processes ° Develop a digital strategy and digitization policy to go paperless
KPIs	° Amount of digitization work undertaken ° Reduced usage of paper ° Number of automated processes ° Reduction in the day-to-day administrative cost

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Resource the DIMC and ISTD to digitize and automate processes	All-year-round starting in 2022	Ongoing	Vice-Chancellor
Develop a digital strategy and digitization policy to provide a basis for digital fluency and the paperless agenda respectively	Q2 2022	Q3 2022	Director, DIMC

Automate as much as possible all the process to bring efficiency	All-year-round starting in 2022	Ongoing	Director, ISTD
Digitize documents in line with the University's digitization policy	All-year-round starting in 2022	Ongoing	Director, DIMC

Objective 7	Leverage ICT resources, and the University's Learning Management System (LMS) to enhance the effectiveness of teaching and learning		
Measurable Targets	° Procured state of the ICT resources ° Fully deployed LMS		
KPIs	° State-of-the-art ICT equipment and infrastructure ° An integrated network of teaching and learning technologies ° Quality assurance monitoring of teaching and learning reports		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Deploy the LMS to aid blended teaching and leaning	All-year-round starting in 2022	Ongoing	Directors, DIMC & ISTD

Continuous training of staff in ICT and the effective use of UPSA LMS	All-year-round starting in 2022	Ongoing	Directors, DIMC & ISTD
Continue to procure state-of-the e-resources and training to improve teaching and learning	All-year-round starting in 2022	Ongoing	Vice-Chancellor

Planet

Invariably, every function of the university is performed within an ecosystem that constitutes the planet or the environment. By planet, the University is referring to both its physical as well as the virtual environment that supports teaching, learning and research. These include the land, air, buildings, lighting, security, information communication technologies, and learning management systems among others.

Strategic Goal 3 (8 objectives)	Develop the teaching and learning environment into a world-class ecosystem that thrives on state-of-the-art infrastructure.

Objective 1	Continue to build the physical and virtual infrastructure that iscongenial for world-class education and research
Measurable Targets	° Complete the following projects: the twin towers, student hostels B & C, and the AB block ° Start and complete three new infrastructural projects before 2026 ° Start and complete three new infrastructural projects after 2026 but before 2031
KPIs	° oNumber of infrastructural development projects completed ° Number of developmental projects ongoing ° Number of new infrastructural development projects initiated ° Expenditure on virtual platforms

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Maintain a serene teaching and learning environment, well-organized, appealing and conducive to the functions of the University	All-year-round starting in 2022	Ongoing	Directors, Physical Development and Security
Complete all ongoing projects (the twin towers, student hostels B & C, and the AB block)	All-year-round	2023	Vice-Chancellor
Redevelop the acquired property behind the Ohene Konadu Auditorium into a multi-storey hostel	2023	2026	Vice-Chancellor
Commence the construction of a state-of-the-art hospital to support a strengthened healthcare delivery system at the University	2022	2025	Vice-Chancellor

Continue to invest in the University's Virtual Learning Platforms	All-year-round starting in 2022	Ongoing	Vice-Chancellor
Construct additional hostel for students	2024	2026	Vice-Chancellor

Objective 2	Improve access to office space, Internet connectivity and continuous supply of electricity and water
Measurable Targets	° 100% of all lecturers allocated offices by the end of 2024 ° Fully functional campus-wide WIFI system ° 100% improvement in access to Internet, water and electricity ° Increase the installation of a solar system to provide at least 40% of the University's energy power consumption by 2024
KPIs	° Office space for lecturers ° Access to Internet, water and ° A mix of power energy from the national grid and solar system ° Water supply

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Complete the twin towers and the AB block which has office spaces for staff and lecturers	All-year-round	2023	Vice-Chancellor
Improve internet access, connectivity and bandwidth	Every year	Ongoing	Vice-Chancellor
Diversify the power and water supply sources	2023	2024	Director, Physical Development

Objective 3	Improve space utilization and maintenance of assets
Measurable Targets	° Fully developed fixed asset register by the end of 2022 ° Policy on the use of University assets developed by the end of 2022 ° Policy on space management developed by the end of 2022
KPIs	° Space utilisation plan ° Maintenance plan and schedules ° Number of repair works carried out annually ° Fenced land at Oyibi and Amanfrom

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Develop Fixed Asset Register	Q1 2022	Q4 2022	Head, Fixed Asset Coordinating Unit (FACU)
Develop a policy on the use of University Assets	Q2 2022	Q3 2022	Head, FACU
Develop an efficient-space utilization Plan	Q2 2022	Q4 2022	Director, Physical Development
Develop and implement Facilities' Maintenance Schedules	Q3 2022	Q 4 2022	Director, Physical Development
Develop and implement space management policy	Q4 2022	Q 2022	Director, Physical Development
Fencing University Lands to Protect them	2024	2026	Director, Physical Development

Objective 4	Improve the safety and security of our physical and virtual environment
Measurable Targets	° Increase security personnel by at least 20% every three years ° Increase CCTV installation in all the security zones ° Retooling of the personnel after every three years ° One drill training and one
KPIs	° Increased number of security personnel ° Number of training programmes and drills for the security personnel ° Reduced incidences of theft

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Install CCTV cameras in all buildings and at vantage points.	Q1 2023	Q3 2023	Director, ISTD
Equip the security personnel with the requisite tools	Q3 2022	Ongoing (Triennially)	Director, Security
Provide regular trainings and drills for the security personnel	Q2 2022	Ongoing (Quarterly for drills and half-yearly for regular training programmes)	Director, Security

Objective 5	Continue to invest in information communication technologies that will enhance the quality of teaching, research and service
Measurable Targets	All offices are equipped with the state-of-the-art ICT All lecture halls are equipped with the state-of-the-art ICT All computer labs are equipped with the state-of-the-art ICT
KPIs	ICT equipped offices ICT equipped lecture halls ICT computer laboratories

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Procure state-of-the-art ICT infrastructure to support quality academic work	Yearly, starting 2022	Ongoing (Yearly)	Director, ISTD
Replace defective ICT devices with modern ones	As and when	Ongoing	Director, ISTD

Objective 6	Create an equal opportunity environment for inclusiveness		
Measurable Targets	° At least 50% access to facilities and services by differently-abled persons ° Diversity and inclusion policy developed		
KPIs	° Diversity and inclusion policy ° Disability-friendly environment		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Develop and implement policies to promote equal opportunities in employment	Q3 2022	Ongoing	Director, Academic HR
Develop and implement policies to enable the marginalized and disadvantaged in the Ghanaian society (e.g., girl child, orphans, persons with disability etc.) to access and complete tertiary education at UPSA.	Q2 2022	Ongoing	Director, Academic Affairs

Develop and implement policies to promote gender equity and diversity in UPSA	Q2 2022	Ongoing	Head, Counselling Unit
Eliminate all barriers that limit equal opportunity and inclusiveness	Q2 2022	Ongoing	All Heads of Units and Unions
Redesign and develop all infrastructural projects to be disability-friendly	Q4 2022	Q4 2023	Director, Physical Development
Develop facilities to support nursing mothers and their caretakers	Q3 2022	Q4 2022	Director, Physical Development

Objective 7	Increase the installation of a solar lighting system and use of other renewable energy systems on campus
Measurable Targets	° The wattage of energy from the solar system increased by 100% in the first five years and a further 50% by the end of the last five years
KPIs	° Increased wattage of energy from the solar system ° Decreased wattage of energy from the national grid

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Install solar systems to generate power to improve electricity supply and energy conservation	Q4 2022	Ongoing	Director, Physical Development
Replace outdoor lights with solar-panelled lights	Q4 2022	Q4 2022	Director, Physical Development
Promote the use of natural sunlight and other renewable sources of energy	Q3 2022	Ongoing	Director, Physical Development

Objective 8	Minimize our environmental impact
Measurable Targets	° Environmental policy developed ° Reduce the tonnage of solid waste generated by 50% by 2026 and further by another 50% by 2031 ° Recycle 100% of the liquid waste generated ° Increase the number of trees by 100%
KPIs	° The volume of waste generated ° Waste treatment and recycling ° Number of trees planted ° Environmental policy

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Adopt environmentally friendly policies and practices	Q3 2022	Q4 2022	Director, Physical Development
Promote the use of biodegradable materials on campus	All year round starting in 2022	Non-terminable	Head, Procurement Unit
Observe environmental days and use the occasions to raise awareness about our environmental impacts	As and when	Non-terminable	Director, Physical Development
Expand the recycling and treatment plants	Q4 2024	Q2 2025	Director, Physical Development

Relevance

Day in and day out, the world is changing at a fast rate. Recognising the fast-paced world, and the dynamic nature of society as well as the changing needs of people and industry, the University's functions must always be in tune with these changing trends to remain relevant. By relevance, the University is referring to the degree to which its products and services are useful to industry, people, society, nations, and the world.

Strategic Goal 5 (10 objectives)	Build a closer, stronger and mutually-beneficial partnerships with local and international actors in the communities we serve.

Objective 1	Develop a framework to ensure local, national, regional and global relevance
Measurable Targets	° Action plan for local, national and global relevance developed by the end of 2022
KPIs	° Action plan developed ° Implementation report of the Action Plan

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Identify areas wherethe University can make a significant impact and develop action plans for execution	Q2 2022	Q2 2022	Faculty Deans and Directors of Centres

Develop and implement Action Plan for local, national, global relevance	Q3 2022	Q4 2022	Pro-Vice-Chancellor

Objective 2	Promote industry relations and interaction with the business community to advance the institutional goal of relevance
Measurable Targets	° At least two engagements (e.g., seminars, meetings, conferences, discussions etc.) by each faculty/centre with the business community every year ° At least two collaborations or partnerships with the business community in Ghana every year.
KPIs	° Stakeholder interactions ° Roundtable discussions ° Breakfast meetings ° Number of Collaborations or partnerships with businesses

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Strengthen engagement with the business community and the general public on knowledge sharing and advancement.	All-year-round	Ongoing	Faculty Deans and Directors

Foster collaborations between the University and Industry	All-year-round	Ongoing	Head, Industrial Relations Unit
Broker international partnerships and collaborations to advance the University's relevance to the global community	All-year-round	Ongoing	Director, CIEC

Objective 3	Establish and expand appropriate and purposeful partnerships and collaborations with institutions and networks across the sectors of society that contribute to excellence in teaching, research, consulting, and services.
Measurable Targets	At least 2 collaborative or joint academic programmes every five years At least 2 collaborative research projects every five years At least 1 collaborative consultancy service every two years At least 1 collaborative service to the community as a corporate social responsibility

KPIs	Number of collaborative or joint academic programmes
	Number of collaborative research projects
	Number of joint consultancy services
	Number of collaborative services to the community

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Seek partnerships and collaborations that will enhance the image and reputation of the University through joint academic programmes.	All-year-round	Ongoing	Academic Deans
Seek partnerships and collaborations that will enhance the image and reputation of the University through research projects.	All-year-round	Ongoing	Academic Deans and Directors of Centres

Seek partnerships and collaborations that will enhance the image and reputation of the University through consulting services.	All-year-round	Ongoing	Academic Deans and Director of Centres
Seek partnerships and collaborations that will enhance the image and reputation of the University through community service.	All-year-round	Ongoing	Academic Deans and Director of Centres

Objective 4	Influence policy and action to change through research.
Measurable Targets	° At least 5% of the University's research publications in a year should be converted into policy briefs ° At least one policy change every five years as a result of the University's research
KPIs	° Number of training workshops ° Number of research Policy Briefs per annum ° Number of policy changes due to UPSA's research

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Organise training workshops on using research to influence policy and change	Q3 2022	Q3 2022	Director, Research and Consultancy
Organise training workshop on the writing of policy briefs	Q2 2022	Q2 2022	Director, Research and Consultancy
Provide support to researchers to write policy briefs	All-year-round	Ongoing	Director, Research and Consultancy
Take up research to influence policy	All-year-round	Ongoing	Faculty Deans and Directors of Centres

Objective 5	Engage with the public and policy makers to shape our teaching and research.
Measurable Targets	° At least one guest lecturer for every programme in a semester ° At least one public lecture every quarter of the year
KPIs	° Public lecturers ° Masterclasses

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Introduce guest lectureship opportunities for practitioners to share insights	Q3 2022	Ongoing	Academic Deans
Organise public lectures on topical issues	Q2	Ongoing	Academic Deans and Directors of Centres

Objective 6	Attract students from all over the country and the sub-region to pursue the distance learning programmes at UPSA
Measurable Targets	° Increase enrolment in the distance learning school by at least 10% on a per annum basis ° Continuous improvement in distance learning students' experience ° Attract and maintain at least 50% of international students on the distance learning programmes
KPIs	° Specific promotional activities for the distance learning school ° Student enrolment on the distance education programmes ° Distance learning students' satisfaction

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Develop a strategy for promoting the University's distance education	Q3 2022	Ongoing	Dean, DLS
Actively promote the University's Distance education in Ghana and the sub-region.	All-year-round	Ongoing	Dean, DLS

Objective 7	Establish satellite campuses in other regions		
Measurable Targets	° At least one satellite campus established by 2026 ° Increase the number of satellite campuses to at least 2 by 2031		
KPIs	° Feasibility studies reports ° UPSA satellite campuses in other regions		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Conduct feasibility studies to support the agenda to establish satellite campuses	Q2 2024	Q3 2024	Director, Research and Consultancy

Commence the actual process to establish the first satellite campus base on the feasibility study	Q2 2025	Q4 2025	Pro-Vice-Chancellor
Commence the actual process to establish the second satellite campus base on the feasibility study	Q2 2030	Q4 2030	Pro-Vice-Chancellor

Objective 8	Position UPSA as an entrepreneurial university with the expertise to offer research and consultancy services
Measurable Targets	° By 2025, all programmes should have some entrepreneurship content ° By 2024, at least one entrepreneurship programme should be introduced at the bachelors' level
KPIs	° Entrepreneurship course content developed and introduced in programmes ° Entrepreneurship programme developed at the undergraduate level

Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Develop more programmes with strong entrepreneurial content	Q1 2023	Ongoing	Pro-Vice-Chancellor

Train graduates with an entrepreneurial mindset to create jobs	Q3 2024	Ongoing	Faculty
Resource the UPSA Incubation centre to become the hub of entrepreneurship development	All-year-round	Ongoing	Vice-Chancellor

Objective 9	Encourage staff industry attachments to gain industry experience.		
Measurable Targets	° At least 40% of academic staff should have practical industry experience		
KPIs	° Number of staff engaged in industry attachment ° Reports on staff industry attachment programmes		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Institute staff industry attachment programme for young faculty as a community service during the long vacation.	Q2 2022	Q2 2022	Academic Deans

Facilitate staff industry attachments	Q3 2022	Ongoing	Head, Industry Relations

Objective 10	Embark on community action initiatives		
Measurable Targets	° At least one community action initiative every year ° At least one free training or seminar for businesses in UPSA's catchment area every year.		
KPIs	° Number of community action initiatives ° Number of training programmes or seminars programmes		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Identify community action initiatives and mobilise to undertake them	As and when	Ongoing	Director, Public Affairs
Continue to organize free training for SMEs in the catchment area of UPSA	Q3 of every year	Ongoing	Faculty Deans

Impact

In a knowledge-based economy, universities are expected to contribute positively to human capital development and influence progress and development in all spheres of life. Through its teaching, research and service, the University recognises that it can make the needed impact if it delivers quality and excellence in all its functions

Strategic Goal 6 (9 objectives)	Make a strong impact through quality teaching, research and service

Objective 1	Promote academic excellence in teaching using the highest standards and best practices
Measurable Targets	° At least one training programme for lecturers every year ° High overall score in all teaching evaluations ° Year-on-year improvement graduation for student performance
KPIs	° Best practice outcomes in teaching and learning ° International affiliations ° Quality rating and Impact rankings ° Graduation statistics

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Institute training programmes to enhance lecturers' pedagogical and andragogical skills	Q3 2022	Ongoing	Pro-Vice-Chancellor

Empower the Quality Assurance Directorate to implement systems to monitor and evaluate teaching performance and provide feedback for excellence	All-year-round	Ongoing	Vice-Chancellor
Participate in global rankings of universities in teaching	All-year-round	Ongoing	Director, Quality Assurance
Sustain ACBSP accreditation and seek other international accreditations	All-year-round	Ongoing	Director, Quality Assurance

Objective 2	Create an institution of active and reflective teaching and continuous learning
Measurable Targets	° At least one training on practice-based or experiential teaching and learning in 2023
KPIs	° Enhanced assessment mechanisms ° Number of case-study based assessments

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Institute practice-based or experiential teaching and learning	All-year-round	Ongoing	Academic Deans
Develop training modules to respond to the practical teaching needs of lecturers	Q3 2022	Q2 2023	Director, Quality Assurance
Promote self-learning and group studies among students	All-year-round	Ongoing	Faculty
Enhance the existing electronic platforms for teaching and learning	All-year-round	Ongoing	Director, ISTD
Strengthen student assessment mechanisms and feedback	All-year-round	Ongoing	Faculty

Objective 3	Produce quality graduates that contribute to changing the world for the better
Measurable Targets	° At least one graduate employability studies every three years starting in 2023
KPIs	° Alumni contribution to society ° Graduate employability

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Align existing curricula with the changing needs of society	All-year-round	Ongoing	Academic Deans
Build professional ethical dimensions into the University's courses	All-year-round	Ongoing	Faculty Deans
Institute regular seminars on professional ethics and good conduct	1st and 3rd Quarters of every year	Ongoing	Dean of Students

Objective 4	Strengthen the research capacity and research professionalism of faculty including grantsmanship		
Measurable Targets	° At least one inter-faculty research seminar every quarter for the University ° At least one departmental research seminar for each department every semester ° At least bi-monthly practical research training for faculty and students ° At least one training on grantsmanship every other year ° At least one international conference every year		
KPIs	Number of research capacity building workshops Number of collaborative research with professional bodies Number of professional research publications Number of international conferences organized		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Organise capacity building workshops on grantsmanship	Q3 2022 and every other year	Ongoing	Director, Research and Consultancy
Organise practical research training for faculty and students	Bi-monthly	Ongoing	Director, Research and Consultancy

Sensitise the University community on ethics and professionalism in research	Q3 2022 and every other year	Ongoing	Director, Research and Consultancy
Sustain the departmental research seminars	Monthly	Ongoing	Faculty and Departmental Research Officers
Subscribe to grants' databases	Q1 2023	Ongoing	Director, Research and Consultancy
Continue to organise international conferences at the University	Q2 2022	Ongoing	Director, Research and Consultancy

Objective 5	Increase publications in high-impact ranking outlets or journals
Measurable Targets	° Increase by 50% the number of research publications in ranked journals every year. ° At least 80% of the University's research publications should be in ranked journals, 20% of which should be in top-tier journals. ° Double the citation scores of the University's publications every year.
KPIs	° Number of publications in ranked journals ° Number of references/citations to University's publications

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Continue to reward authors for publishing in high-impact journals	All-year-round	Ongoing	Vice-Chancellor
Promote research publication in ranked or recognisable journals	All-year-round	Ongoing	Director, Research and Consultancy
Constitute teams or working groups for research publications	Q3 2022	Ongoing	Academic Deans and Directors of Centres

Objective 6	Establish Research Chairs in all faculties, particularly in high impact areas.		
Measurable Targets	° Establish at least one research in each faculty by the end of 2024		
KPIs	° Number of Research Chairs established		
Strategic initiatives	Commencement Target	Completion Target	Responsibility
Develop a proposal for establishing research chairs	Q3 2022	Ongoing	Faculty, Research Officers

Mobilise funds to establish research Chairs	Q4 2022	Ongoing	Faculty Deans
Recruit the right persons for the research chairs	Before Q4 2024	Ongoing	Faculty Deans

Objective 7	To be regionally and globally recognised for research excellence
Measurable Targets	° Achieve at least a 20% per annum increase in UPSA's publications in journals indexed in Science Direct ° Achieve more than 1,000 publications in journals index in Scopus every five years and an average of 150 in any single year. ° Ranked in Times Higher Education (THE) by 2026
KPIs	° International Impact ranking ° International recognitions

Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Promote research publication in journals indexed in Science Direct and Scopus	All-year-round	Ongoing	Director, Research and Consultancy

Objective 8	Promote quality and innovative research that addresses emerging issues in UPSA's research niches
Measurable Targets	° UPSA's comparative research niches defined by the end of 2022 ° Research teams constituted based on the comparative niches by the end of the first quarter of 2023 ° At least 3 publications per research team in a year.
KPIs	° Number of research publications in UPSA's research niches ° Research outputs per group

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Identify and rank research areas of faculty members based on capacity and citations	Q3 2022	Q3 2022	Director, Research and Consultancy
Define areas of research that constitute UPSA's niches based on the faculty's strengths, capacity and expertise	Q4 2022	Q4 2022	Director, Research and Consultancy

Build a research agenda around existing strengths/ expertise and nurture capacity for emerging areas	Q1 2023	Ongoing	Academic Deans and Directors
Constitute teams for interdisciplinary and multidisciplinary research based on interests	Q1 2023	Ongoing	Academic Deans

Objective 9	Disseminate research findings effectively		
Measurable Targets	° Quarterly publication of new academic research ° Publish UPSA's research annually		
KPIs	° Publications on the University's website and social media handles ° University Annual Research Report ° Quarterly Publications Report		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Organise fairs to showcase the university's research output	Q1 2023	Ongoing	Director, Research and Consultancy

Continue to compile and publish new academic publications	Quarterly	Ongoing	Director, Research and Consultancy
Compile and publish the University's annual research report	Q4 2022	Ongoing	Director, Research and Consultancy
Continuously update faculty profiles with their publications on the University website	Quarterly	Ongoing	Head, Media and Website Unit

Sustainability

Increasingly, central government funding to public universities is dwindling. At the same time, certain expenditures, such as utility bills that used to be paid by the central government on behalf of these universities are now the responsibility of the universities. These developments put pressure on universities to pursue financial sustainability. By sustainability, the University is referring to the generation of revenues from multiple sources and prudent use of its resources to ensure financial resilience and continuous development.

Strategic Goal 6 (5 objectives)	Generate and manage financial resources and other capitals to ensure resilience, sustained growth and long-term sustainability.

Objective 1	Diversify the University's sources of income.
Measurable Targets	° Increase Internally Generated Funds by 20% annually ° Increase income from investment by 5% annually ° Increase income from other sources of IGF apart from school fees by 10% annually
KPIs	° Income from University assets and facilities ° External funding for research ° The population of international students ° Sponsorships and donations received ° Alumni contributions

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Competitively promote the use and hire of all UPSA facilities within a regulatory framework	All-year-round	Ongoing	Director, Business Development
Develop and implement a comprehensive plan of fundraising from alumni and philanthropists	Q4 2022	Ongoing	Director, Business Development
The centres and faculties should aggressively seek grants for research	All-year-round	Ongoing	Directors of Centres and Deans of Faculties
Develop marketable short courses for training	All-year-round	Ongoing	Directors, BDC and all Centres, Deans of Faculties
Seek consultancy services	All-year-round	Ongoing	Directors, BDC and all Centres, Deans of Faculties

Objective 2	Ensure fiscal discipline in expenditures to effectively manage funds.
Measurable Targets	° Fund 40% of the budget from IGF ° Reduce funding costs for projects by 2% yearly on interest cost ° Reduce debtors' turnover by 10 days
KPIs	° Audited financial statements ° Value-for-money audit reports

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Renegotiate existing facilities to reduce interest cost	All-year-round	Ongoing	Director, Finance
Conduct a value-for-money audit before capital expenditures are undertaken	All-year-round	Ongoing	Head, Internal Unit
Review the procurement systems to ensure significant monetary savings	All-year-round	Ongoing	Head, Procurement Unit
Develop cost minimization policies and procedures	All-year-round	Ongoing	Heads, Procurement Unit and Stores

Objective 3	Raise funds to support brilliant but needy students through the Vice-Chancellor's Endowment Fund (VCEF).		
Measurable Targets	Raise at least GHS1 million every year into the VCEF		
KPIs	Amount contributed to the endowment fund		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Introduce criteria for named endowments and scholarship	Q3 2022	Q3 2022	Registrar
Deploy online channels to receive donations to the fund	All-year-round	Ongoing	Directors, ISTD & Finance
Intensify fundraising efforts to a new donor base, especially in the international community	Q1 2022	Q4 2031	Director, Business Development Centre

Objective 4	Improve adherence to procurement regulations, public financial management Act, as well as budgeting and budgetary controls.
Measurable Targets	° Continuously reduce irregularities ° Eliminate non-compliance
KPIs	° Reduced rate of irregularities or infractions

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Review procurement regulations to ensure strict compliance	All-year-round	Ongoing	Head, Procurement Unit
Review Internal Audit Agency Act and Public Financial Management (PFM) Act to ensure strict compliance	All-year-round	Ongoing	Head, Internal Audit
Follow responsible financial management practices	All-year-round	Ongoing	Director, Finance

Objective 5	Ensure effective risk management.		
Measurable Targets	° Have a risk register and update it regularly ° Have a risk management policy		
KPIs	° Risk register ° Risk management policy		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Develop risk management policies	All-year-round	Ongoing	Head, Internal Audit

Maintain minimum levels of financial reserves			
Access debt capital market to finance large-scale infrastructure investment following optimal financing strategy	All-year-round	Ongoing	Director, Finance
Adopt best practices in treasury management to optimize liquidity and minimize default risk and provide flexibility to provide preferential terms to small and local suppliers	All-year-round	Ongoing	Director, Finance

Continuous Improvement

As a teaching and learning institution, the University understands the importance of continuous learning for continuous improvement. By continuous improvement, the University is referring to progress and transformation to stay ahead of the curve. The continuous improvement would be achieved through constant proactive, active and reflective learning.

Strategic Goal 7 (6 objectives)	Build an institution of proactive, active and reflective learning for continuous improvement and transformation.

Objective 1	Build a robust quality assurance system
Measurable Targets	° Academic Quality Audit conducted annually ° At least one peer review on the University's teaching five years starting from 2023
KPIs	° Institutional review reports ° Peer-to-peer review reports ° Academic Quality Audit Reports

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Resource the QAD to build and implement a robust mechanism for quality assurance	All-year-round	Ongoing	Vice-Chancellor

Institutionalise peer review among lecturers, and institutional self-evaluation	2022	Ongoing	Director, Quality Assurance
Subject the University's teaching to a peer review mechanism	Every five years, starting from 2023	Ongoing (five-yearly)	Director, Quality Assurance

Objective 2	Develop new, innovative and transformative academic programmes at the diploma, undergraduate and postgraduate levels and review old ones to ensure that our portfolio offerings reflect industry needs.
Measurable Targets	° At least 2 academic programmes at the Bachelor's level for every 2 years and a cumulative of 10 programmes over the next 10 years. ° At least 3 academic programmes at the Master's level for every 5 years and a cumulative of 6 programmes over the next 10 years. ° At least 2 academic programmes at the Doctorate level for every 5 years and a cumulative of 4 programmes over the next 10 years.
KPIs	° Number of new academic programmes developed ° Academic programmes reviewed

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Introduce 10 new academic programmes at the Bachelor's level	2022	2031	Pro-Vice-Chancellor
Introduce 10 new academic programmes at the Master's level	2022	2031	Pro-Vice-Chancellor
Introduce 4 new academic programmes at the Doctorate level	2022	2031	Pro-Vice-Chancellor

Objective 3	Continue to promote scholarship with professionalism as the hallmark of the University.
Measurable Targets	° Attain 60% of staff with professional qualifications ° Increase enrolment of workers on professional courses by 5% every year ° Increase graduation students with dual qualifications to 40%
KPIs	° Staff with professional qualifications ° Graduation students with dual qualification ° Faculty sponsored or supported to pursue professional qualifications

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Enforce ethical standards and professionalism among staff and students	All year round	Ongoing	All heads of Units
Continue to promote and create awareness about professional courses at UPSA	All-year-round	Ongoing (Semesterly)	Director, IPS
Encourage staff to earn professional qualifications by providing some sponsorship	Yearly starting in 2022		Director, HR
Motivate staff to acquire professional qualifications by continuing to pay membership subscription fees	All-year-round	Ongoing (Yearly)	Director, HR
Institute an annual UPSA professional week and plan activities to engage with stakeholders	Yearly starting in 2022	Ongoing (Yearly)	Director, IPS

Objective 4	Stock the library with up-to-date teaching and learning materials and emphasize the importance of its utilization.		
Measurable Targets	° Library collections increased by 40% ° At least two training programmes on the accessing library resources for faculty and students		
KPIs	° Number of library collections ° Effective utilisation of library resources		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Subscribe to online library collections and databases for teaching, learning and research	All-year-round	Ongoing	Librarian
Design training programmes on the effective use of library resources	All-year-round	Ongoing	Librarian

Objective 5	Increase the visibility of the University.
Measurable Targets	° Increase international students by 10% annually ° Increase staff and student mobility by at least 10% annually ° Build at least 2 additional relationships with overseas advisors annually ° At least 10 billboards at vantage points

KPIs
° Emergency response plans

° Business continuity plans

Strategic initiatives	Commencement Target	Completion Target	Responsibility
Provide billboards at vantage points			Director, PAD
Actively use social media and the University website	All-year-round	Ongoing	Head, Media and Website Unit
Continue to participate in educational fairs and outreach services, both local and international	All-year-round	Ongoing	Directors, Academic Affairs & CIEC
Institute regular media encounters to promote the visibility of the University	All-year-round	Ongoing	Director, PAD
Promote student and faculty mobility with foreign university partners	All-year-round	Ongoing	Director, CIEC
Develop an internationalization policy	Q2 2022	Q4 2022	Director, CIEC

Objective 6	Develop and implement a monitoring and evaluation plan for the University's strategic plan.		
Measurable Targets	° Implement the developed monitoring and evaluation plan		
KPIs	° Strategic Plan implementation and Monitory Committee		
Strategic initiatives	**Commencement Target**	**Completion Target**	**Responsibility**
Constitute Strategic Plan Implementation Committee	Q2 2022	Q2 2022	Vice-Chancellor
Develop a schedule for monitoring and evaluation	Q3 2022	Q3 2022	Strategic Plan Implementation Committee

Risk Management Framework/Critical Success Factors

Risks and Challenges	Contingency Interventions
Unfriendly macro-environmental developments	Ongoing environmental scanning, development of pragmatic business continuity plans and effective change management approaches
Resistance to change by internal stakeholders during strategic plan implementation	Effective communication of the plan; re-orientation of staff and students; implementation of effective change management strategies
Challenging Government policy and policy changes by regulators	Continuous policy monitoring and impact analysis
Lack of leadership commitment to the strategic plan. Disruption in administrative systems and implementation of the plan	Motivation and empowerment of leaders at all levels. Effective monitoring & evaluation of ongoing orientation and briefing of all key stakeholders to keep the plan on track.
Disruption in teaching & learning	Introduce new programmes and phase out irrelevant ones. Creative management of teaching and learning. Modernising online infrastructure. Seeking academic partnerships.

Intensified competition from higher education providers. Drop-in academic rankings/ image	Review Corporate; Public Relations (PR); Marketing and Business Continuity plans
Financial challenges	Review financial sustainability strategy, diversify income generation sources and aggressively intensify IGF income
Risk of overcrowding on campus as student size increases due to expansion	Establish satellite campuses. Expand virtual learning capacity. Initiate a night academy.
Campus-wide security challenges, students and faculty threats, external threats.	Effective engagement with key internal stakeholders. Collaborate with National Security. Develop close relationships with local Police.
The outbreak of a pandemic or epidemic	Comply with Government directives. Develop internal health delivery capacity. Ensure effective online delivery infrastructure
Other unforeseen circumstances	Establish and manage rapid emergency response systems

Implementation, Monitoring and Evaluation

Plans, by themselves, do not come to fruition unless they are implemented. Therefore, to ensure that the visions espoused in this Plan do not remain on paper, conscious efforts must be put in to galvanize all hands to be on deck.
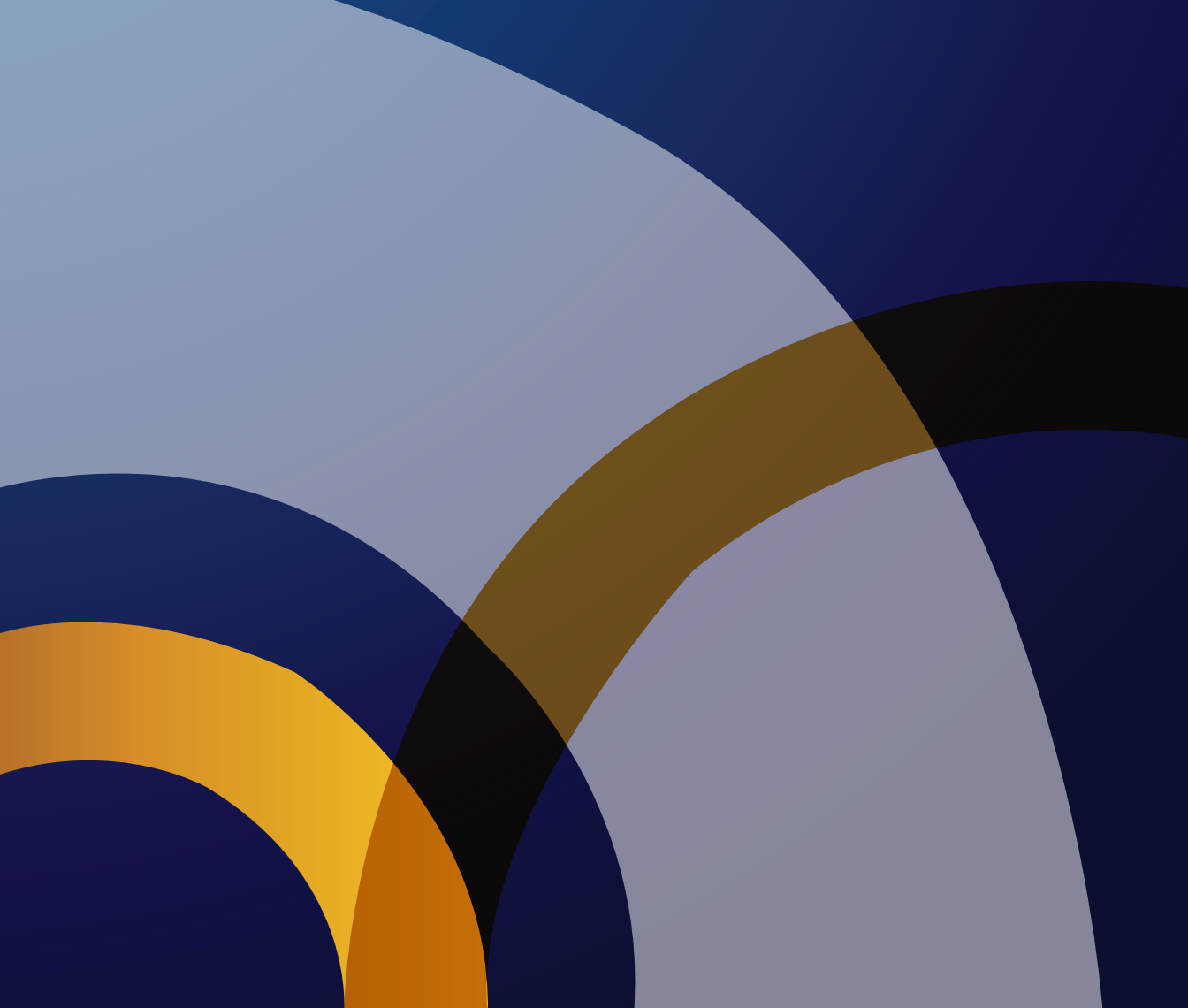
As a strategy to ensure a seamless implementation, the Plan associates the various strategic initiatives with Office bearers who shall be responsible for implementing the strategies. However, the Vice-Chancellor, in collaboration with the Registrar, shall maintain the overall responsibility of ensuring the implementation.

For purposes of monitoring and evaluation, there shall be a Strategic Plan Implementation Committee to continuously monitor and evaluate the implementation of the Strategic Plan. This Committee shall submit quarterly reports to the Vice-Chancellor.

Conclusion

The UPSA's Vision 2031 is a reflection of the collective aspirations of all its stakeholders. It is a dream that all the stakeholders believe in; it is a dream that all the stakeholders want to focus on; it is a dream that all the stakeholders want to act on; it is a dream that all the stakeholders want to learn from; and above all, it is a dream that all the stakeholders will want to account for. The Plan has been written through wide consultation with the University's stakeholders and will thus serve as a compass to steer the direction of the University over the next decade.

As an outcome of the collective efforts of all stakeholders, we believe that the goals and objectives set in this document are achievable and will serve as a catalyst to making the University the best higher education provider in Africa and beyond. However, we equally believe that the achievement of this dream will not be possible without the collective efforts of all the stakeholders. For this reason, we call upon all stakeholders to remain committed to this course and contribute their best to the implementation and achievement of this plan. We charge the Vice-Chancellor to ensure the full implementation of this Plan.