ABRIDGED
# STRATEGIC PLAN

2020 - 2025

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1.0 BACKGROUND

The University of Environment and Sustainable Development (UESD), hereinafter, the University, is a publicly funded institution (Public University) that was established by an Act of Parliament, the UESD Act 2015 (Act, 898), and inaugurated on August 5, 2020, by His Excellency Nana Addo Dankwa Akuffo-Addo, President of the Republic of Ghana.

The University is located at Trom-Somanya in the Eastern Region, Ghana. It has a serene and conducive academic environment made up of seasoned academic and administrative staff. In terms of modernity, it prides itself in intelligent/smart buildings and state-of-the-art facilities to offer holistic quality education and research that is engraved in an innovative and environmentally sensitive mindset. The University approaches its programmes and research with emphasis on interdisciplinary collaboration and considers areas, such as leadership, policy, entrepreneurship for sustainable socio-economic development. We exist to produce students endowed with HOPE; **H**onest individuals, who take advantage of **O**pportunities, who **P**ersevere and are **E**nterprising, who are equipped with the necessary skillsets needed to confront the challenges of the current generation and beyond. The University holds in high esteem issues of gender parity and people living with disabilities by providing equal opportunities for all.
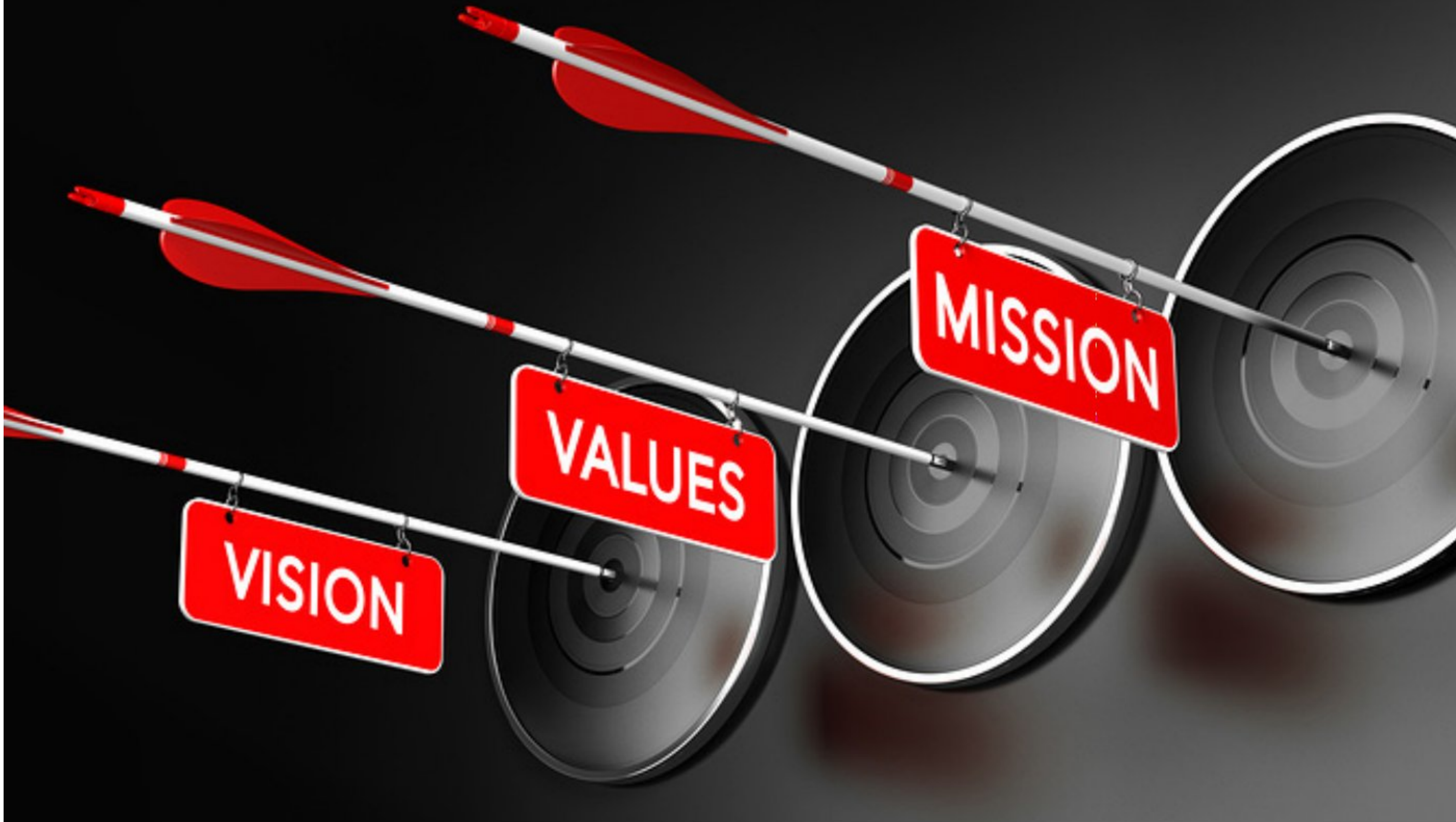
1.1 Vision

To be a Centre of excellence in knowledge gathering and dissemination in the area of environment for public good.

1.2 Mission

To achieve our mission, we aspire "to produce graduates who are equipped with relevant knowledge and skills to be agents of change in environment and sustainable development".

1.3 Core Values

The core values of UESD are **H**onesty, **O**pportunities, **P**erseverance and **E**nterprise. We also exist to:

- Demonstrate environmental leadership and education through environmental conservation and sustainable environmental practices;

- Build and sustain community partnerships to address local agribusiness and environmental issues;

- Create a learning environment that fosters sharing of ideas and greater interaction among students and Faculty/Staff, and Promote integrity, innovation and freedom of thought and expression among students and Faculty.

1.4   Aims of the University

The aims of the University are to provide higher education, disseminate knowledge related to development in environment and agrobusiness education, undertake research and foster relationships with persons outside the institution in accordance with the following principles:

(a)   higher education shall be made equally accessible to all persons suitably qualified and capable of benefiting from that education;

(b)   in determining the subjects to be taught, which shall be environment and agro- business related, consideration shall be given to courses of special relevance to harness the needs and aspirations of the country;

(c)   use critical tools including information and communication technology for teaching, research and administration;

(d)   institute curricula and the use of pedagogy that are practical and relevant to national needs and aspirations in the environment and agro-business sectors;

(e)   use teaching methods which promote critical and independent thinking for the benefit of humanity;

(f)   disseminate the results of research through the publication or books, papers and other suitable means;

(g)   undertake research in courses which are within the mandate of the University but with special emphasis on;

    (i)   environment and agriculture value chain issues in this country and elsewhere in Africa; and

    (ii)   subjects that relate to the social, cultural, economic, scientific or technological aspects of environment and agro-business ;

(h)   provide services through extension and consultancy in environment and agro-business related activities to foster relationships with other persons; and

(i)   develop distance learning modules for environment and agro-business related courses in higher education.

The University for the purpose of achieving its aims shall have

    (a)   Schools, Faculties, Institutes and Centres relating to environment, agro-business and sustainable development; and

    (b)   any other related programmes as may be determined by the Council.

1.5 Schools and Centres

The UESD is structured to consist of four (4) Schools, One (1) School of Graduate Studies, and three (3) Research Centres, namely:

1. School of Natural and Environmental Sciences;

2. School of Sustainable Development;

3. School of Agriculture and Agro-Entrepreneurship Development;

4. School of Built Environment;

5. School of Graduate Studies;

6. Centre for Agro-Entrepreneurship;

7. Centre for Agricultural Biotechnology; and

8. Centre for Climate Change and Sustainable Resources Development.

   Two Schools: Natural and Environmental Sciences (SNES), and Sustainable Development (SSD) were rolled out for the 2020/2021 academic year.

1.6 Academic Programmes

The University's academic programmes cover Bachelor's degree. The University admits applicants from all races and nationalities irrespective of their religious, cultural, social or ethnic persuasions. No matter the programme pursued, it is important that all graduates show leadership with integrity, which should emanate from the University.

Academic programmes for which the University has received administrative approval from the Ghana Tertiary Education Commission (GTEC) to run in its first year of operation are:

1. BSc. Energy and Resource Economics
2. BSc. Sustainable Development
3. BSc. Aquaculture Management
4. BSc. Energy Sustainability
5. BSc. Environmental Economics and Policy
6. BSc. Water Resource Development
7. BSc. Water, Sanitation and Hygiene
8. BSc. Environmental and Sustainability Science
9. BSc. Geography and Earth Science
10. BSc. Environment and Public Health
11. BSc. Nature Conservation and Management
12. BSc. Biological and Mathematical Sciences
13. BSc. Physics and Biological Sciences
14. BSc. Chemistry and Biological Sciences
15. BSc. Chemistry and Mathematical Science
16. BSc. Physics and Mathematics
17. BSc. Environmental Management
18. BSc. Chemistry and Physics
19. BSc. Mathematics
20. BSc. Geoscience

1.7   The UESD Environment

In consonance with our mandate to provide quality education, the University provides an environment for training students with a high sense of professionalism, commitment to problem-solving, active community partnership and above all, individuals who approach their work with integrity.
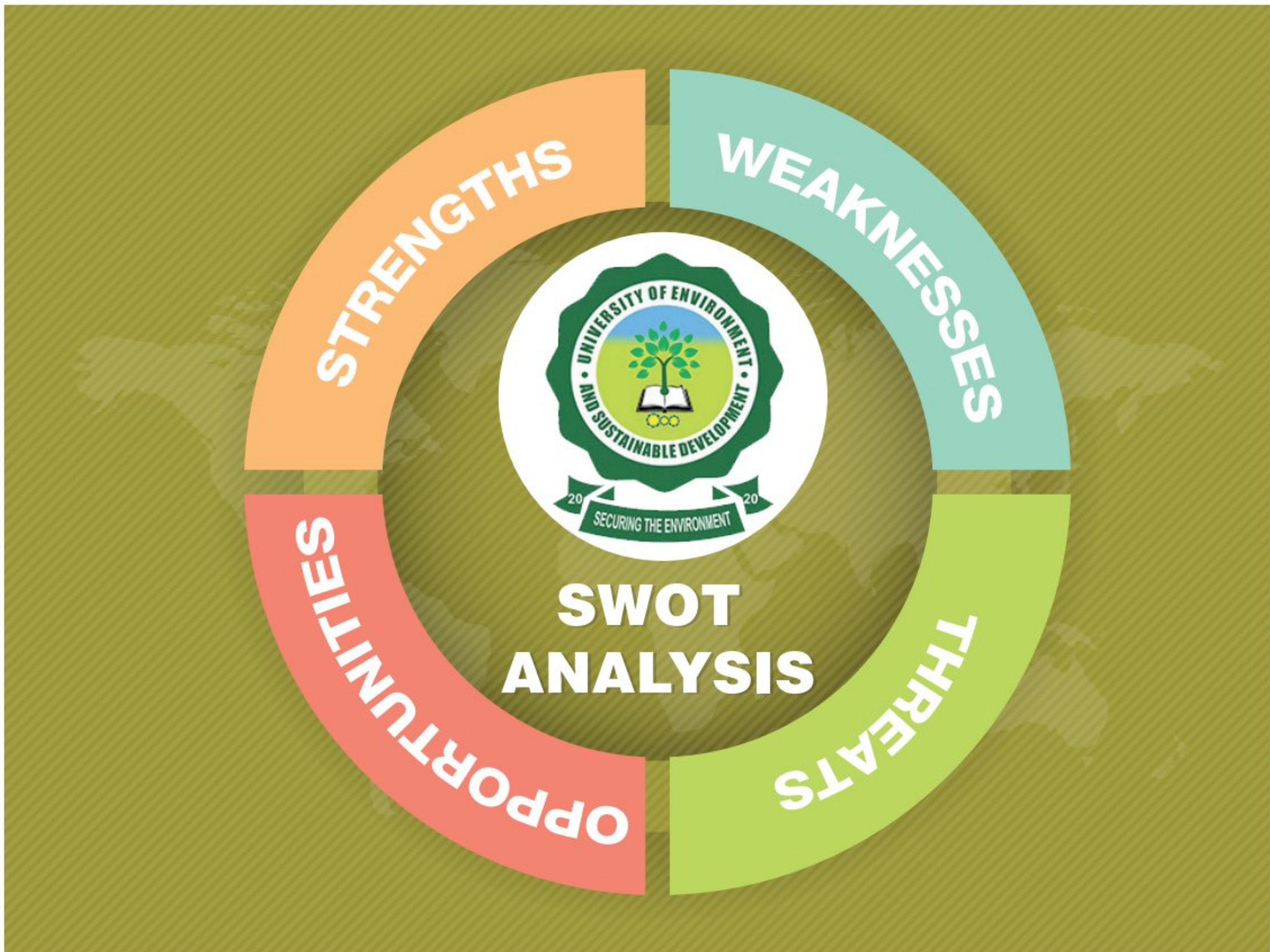
2.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

The SWOT analysis summarizes the Strengths and Weaknesses in the University's resource-based capabilities and its value-chain activities as well as Opportunities and Threats identified in the external environment.

2.1 Strengths

1. A university established by Law; University of Environment and Sustainable Development Act 2015, Act 898, in an environment that urgently needs one.

2. Council Members with diverse expertise and experiences in university and business management

3. A serene environment that supports Teaching and Learning, Research and Development

4. Excellent work ethics of Faculty and staff obtained through orientation

5. Ultra-modern facilities for teaching and learning

6. Ultra-modern laboratory for advanced research

7. Energetic, young and experienced academic and non-academic staff

8. Availability of E-resources and a Library

9. Reliable energy mix and water supply

10. Available land for future development

11. Location facilitates research and community collaboration and involvement

2.2 Weaknesses

Despite the many strengths of the University, there are distinct areas where significant improvement is required if the objectives are to be achieved:

1. Inadequate numbers of experienced teaching, administrative and support staff

    The location of the University makes it difficult to attract and retain the required number of experienced teaching and administrative staff. However, being a new university, we are working to ensure the recruitment of lecturers with the appropriate specialisations.

2. Inadequate Facilities for Advanced Research

    There is inadequate office space for teaching and research staff. The lecture rooms and theatres are not spacious enough to take combined classes or lab for effective research.

3. Inadequate Visibility and Brand Recognition of the University (Relative newness)

    The University is a relatively young institution; with one year of existence, so it is yet to engage the attention of the larger public. Brand awareness is often the first step to driving performance - marketing goals, sales of admission forms make people more aware of your brand, especially by targeting relevant high-quality potential students and staff.

4. The fixed narrow scope of expansion into other areas of study fixed by the current Act of establishment

5. Limited office and residential accommodation for both staff and students

6. Limited sources of funding and absence of seed money from the government

7. Inadequate number of vehicles to transact the business of the University.

8. Limited ICT-related infrastructure

9. Weak security systems

10. Human Resource teething issues:

    · Staffing: Recruitment and availability of skilled local labour.

    · Training and development

    Various types of uncertainties like turnover, absenteeism, seasonal employment, market fluctuations and changes in technology render human resource planning ineffective. These uncertainties make human resource forecast mere guesswork.
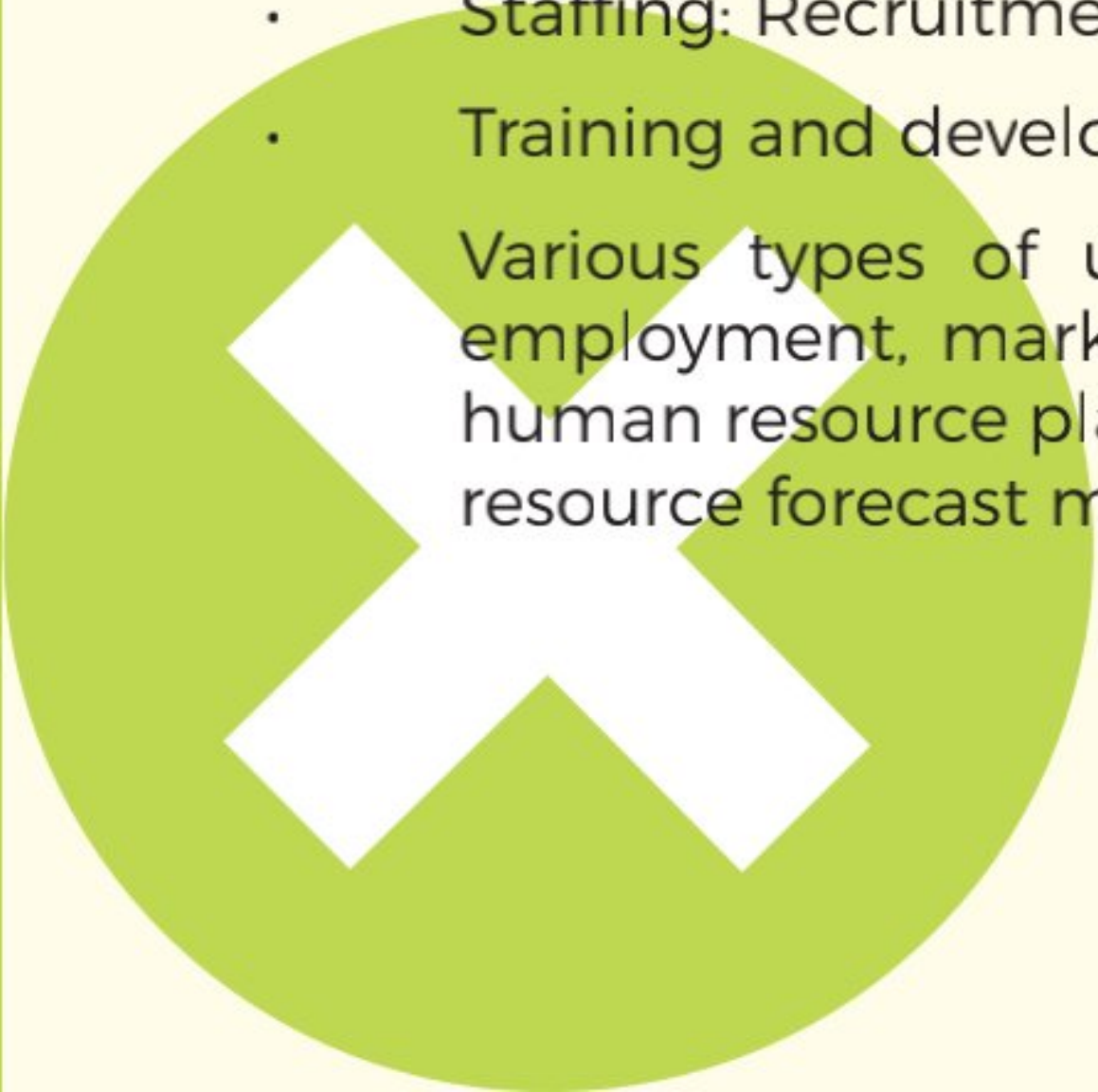
2.3 Opportunities

1. This is a university established by the state and therefore has security of tenure;

2. Good prospects for distance education in a new environmental setting;

3. The high number of prospective students due to the introduction of Free SHS

4. Availability of advanced technologies such as cloud computing systems and use of e-resources in an Information Technology (IT) age.

5. Serene environment with smart and green buildings for academic work;

6. Collaboration and partnership with Local and International Universities, Teaching and Research Institutions for staff and students' development;

7. Partnerships with local community schools and colleges;

8. Internships with employers;

9. External Community and University relationships:

    *   Interest in the expansion of cultural activities in the catchment area;

    *   Interest in University services (Centre for Policy initiatives).

    *   Community engagement activities

10. Societal trends:

    *   Increased value of higher education completion;

    *   Growing demand for university education in the new environment of the University.

11. Global Focus– opportunities for new and fresh perspectives, and programmes; arising from the global interest in the university's area of current focus

12. Location/Heritage – proximity to tourist sites, rich local history and musical heritage present opportunities for growth and development;

13. Growth potential of opportunities for further education in the location/area of the university.

14. Potential to host local and international seminars, conferences, workshops, symposia among others in a new university setting.

2.4 Threats

1. Low unemployment of youth in the catchment area presents a threat to the safety and security of staff and students who may be staying in these communities.

2. Society, in general, is experiencing a decline in the desire for perseverance. This is having a toll on academic standards as evidenced in the failure rates at the Basic and Pre-Tertiary levels and the absence of balanced work ethics.

3. Expansion of campuses by existing public and private universities with rigorous outreach activities including the running of Distance Education and Sandwich modes is a big threat to a newly established University. Existing public universities are well resourced financially with established credentials that attract students and funding opportunities.

4. Existing public universities are not staying within their mandates (Mission creep).

5. The use of internal road networks of the University by farmers, sand winning companies, and others present security threats and destruction to infrastructure.

6. The University is in stiff competition for students, mounting academic programmes, and attracting qualified Faculty with existing Universities (public and private) that are running programmes related to the Mission of UESD. For instance, there are several universities offering programmes in Natural Sciences, Environmental Science, Geography, Water Resources, Agribusiness, Agriculture, Development Studies, among others.

3.0 THEMATIC THRUSTS

Based on a careful assessment of both its internal and external operating environments, the University through its leadership has identified ten (10) Strategic Priorities, for the University to be a leading university in the teaching, learning and dissemination of knowledge related to developments in the environment and agro-business, and create knowledge through research for national development. The strategic priorities are as follows:

3.1 ACADEMIC AND NON-ACADEMIC PROGRAMMES

Strategic Goal One: Develop and Expand Academic and Non-Academic Programmes within the University's mandate.

The University will develop academic and non-academic programmes with the national and international appeal within its mandate as established by Act 898, 2015. The pivot of action within university education is the quality and relevant academic programmes offered. Academic programmes to be developed will be demand-driven and attractive to students and the industry.

Strategic Objectives	KPIs
1. Develop an academic roll-out plan for the next five years	1. Programme roll-out plan for the five years available
2. Increase the number of Schools from the current two (2) to five (5) (i.e. Four Schools and a graduate school)	2. Three new schools created and functioning
3. Increase the number of Departments from the current six (6) to twenty (20) and increase the number of programmes to sixty (60)	3. Sixty programmes running
4. Operationalise E-learning Unit to run programmes for both undergraduates and postgraduates.	4. E-learning system functional and used by at least 90% of Senior Members for teaching.
5. Ensure high level academic and administrative functionaries such as Deans, Directors, Heads of Department/Section/ Units perform as expected by the University's Regulations	5. All Directors, Heads of Department/ Section/Units follow UESD's regulatory structures.
6. Improve research output of Faculty	6. At least 90% of the faculty publish a paper each year in high impact local and international journals in the next 5 years
7. Enhance quality assurance in teaching and learning.	7. Quality assurance unit strengthened and functional.
8. Promote gender equity, inclusion and diversity in academic and non-academic programmes	9. Gender equity, inclusion and diversity promoted in academic and non-academic programmes

3.2 USE OF TECHNOLOGY

Strategic Goal Two: Provide a reliable high-performance network Infrastructure, Systems, and Solutions to support the vision and mission of the University.

The Infrastructure, Systems, and Solutions shall be cost-effective, scalable, accommodate changing needs, secured, and maintained to provide access to reliable services to the University community.

Strategic Objectives	KPIs
1. Develop an ICT policy document that is aligned with the University's strategic priorities	1. ICT Policy document developed and operational
2. Develop an ICT implementation roadmap	2. Procedures for acquisition and updating campus technologies developed
3. Provide robust and high-performance network infrastructure	3. (a) State-of-the-art ICT infrastructure built and operational; (b) Several wireless access compliant tickets.
4. Provide scalable and efficient data Centre	4. Scalable Data Centre established and operational
5. Provide and equip learning spaces with IT facilities that enable and enhance teaching and learning experience	5. (a) Number of learning spaces created and equipped; (b) Students, faculty and staff feedback.
6. Provide technology solutions and services that are sufficient for the needs of students, Faculty and staff.	6. (a) Number of relevant enterprise applications and mobile apps deployed; (b) Number of users of IT solutions and services; (c) Number of security initiatives and activities implemented.
7. Develop an IT staff recruitment and retention plan in line with IT industry practice	7. (a) Number of certified IT professionals recruited and retained; (b) Number of IT staff benefit from structured and relevant professional development opportunities.
8. Provide a mechanism to seek broad participation in setting IT priorities	8. Annual IT resource allocations plan developed based on IT Governance principles, and operational
9. Promote gender equity, inclusion and diversity in the use of technology	9. Gender equity, inclusion and diversity promoted in technology use

3.3 FINANCE

Strategic Goal Three (a):

Financial Management: The University will ensure that its financial management systems are organised in a manner that enhances governance arrangements, mobilization and management of resources at all Units to achieve greater effectiveness and efficiency.

In view of these, the University will develop short, medium and long-term financial plans aimed at ensuring that it can continue to apply resources to achieve its mandate under Act 898, 2015.

STRATEGIC OBJECTIVES	KPIs
1. Develop and implement budgets for all the activities, programmes and other operations of the University	1 (a) The budget developed and used as the main tool of financial control; (b) Resources made available for the budgeted activities;
2. Deploy financial management system that will ensure that transactions and reports are processed without delay	2(a) Effective financial management system acquired and deployed. (b) Financial policies, guidelines and Accounting manual developed.
3. Enhance the capacity of staff on the use of the financial management system	3(a) The capacity of Finance staff enhanced through training and mentorship; (b) The capacity of all other staff built.
4. Acquire and Manage Assets of the University	4(a) Fixed Assets acquired and managed; (b) Fixed Asset Coordination Unit established.
5. Establish sound Financial Management and Reporting based on international standards	5 (a) Sound Financial Management system established; (b) University financial reports prepared based on International Public Sector Accounting Standards.
6. Develop and implement staff Motivation and Compensation system	6. Staff motivation and motivation system developed and implemented.
7. Comply with statutory obligations and Public Financial Management Act and Regulations	7. Internal and External Auditing processes and Procurement regulations complied with.
8. Enhance the income-generating capacity of the University	8. Income-generating capacity of the University enhanced.
9. Promote gender equity, inclusion and diversity in financial management	9. Gender equity, inclusion and diversity promoted in financial management

Strategic Goal Three (b): To Enhance Income Generating Capacity of the University.

The University is committed to explore viable business opportunities with the potential to harness the income generating capacity of the University.

STRATEGIC OBJECTIVES	KPIs
1. Establish a university Business Development Unit	1. University Business Development Unit established
2. Develop operational policy and guidelines	2. Operational policy and guidelines developed
3. Develop viable business models	3(a) Viable business models developed (b) A market square established. (c) University Enterprises (public/private) developed [Printing press, bottled water, supermarket, banks, etc.]
4. Operationalize viable business models	4. At least three (3) viable business models operational

3.4 LINKAGES AND COLLABORATIVE RESEARCH

Strategic Goal Four (a): Creation and dissemination of knowledge related to developments in the focus areas of the University through research for national development.

Research plays an essential role in the effective structural transformation of any socio-economic environment. Many economies have been transformed by the application of new technologies drawn from evidence-based research. Innovative research will be key to the transformation process of the University and ultimately strengthening our international impact and visibility through the following:

- Collaboration with other institutions.

- Establishing and joining global research networks.

- Building capacity in grantsmanship

- Creating a greater focus on interdisciplinary research

- Establishing competitive research studentships.

Creating a vibrant intellectual environment helps to attract and retain high-quality faculty and students to drive this research agenda. Research in high-impact areas will take prominence in achieving both university and national goals. The University will build and support research and encourage the strategic use of research outputs and Research Centres to promote existing and emerging areas of research strength; enhance the University's national and international profile; promote strategic linkages and external partnerships; assist in attracting both outstanding researchers and external research funding; foster renowned research teams, attract higher degree- by-research students and boost high-quality research output.

STRATEGIC OBJECTIVES	KPIs
1. Acquire equipment and improve facilities as a necessary foundation for academic research.	1. State-of-the-art Laboratories and research facilities re-equipped.
2. Establish a well-stocked library.	2. Increased user access for all library facilities.
3. Develop and implement a plan for increasing the pool of university-controlled funds available for academic research.	3. Increase in Funding for research.
4. Establish University-Industry partnerships to promote research in areas of industrial/national interest.	4. Increase in the number of students (undergraduate/postgraduate) and Faculty working with industry either as interns or on commissioned research respectively. Increased publications by faculty members in non-predatory journals.
5. Develop and implement training and career development programmes for staff involved in research and research support.	5. Training and career development programmes developed and implemented to support research staff.
6. Provide stronger institutional support across the university in the administration and development of research grants.	6. Adopt ways of providing institutional support. Improve on the modalities and structures.
7. Provision of financial support for Research	7. University-based research grant established and operationalized
8. Promote gender equity, inclusion and diversity in research collaboration and linkages	8. Gender equity, inclusion and diversity promoted in research collaboration and linkages

Strategic Goal Four (b): Ensure the Provision of Opportunities for Communities through Learning, Serving, Leading and Teamwork.

Community Engagement is very imperative when planning the well-being or the future of a community. Community Engagement is the most useful tool to ensure clarity and understanding of issues that empower the community to have a say over issues that affect their lives. Thus, building trust and making better decisions to address all issues.

No.	STRATEGIC OBJECTIVES	KPIs
1	Create opportunities for all individuals and communities to take control over the issues that affect their lives	1. Opportunities created for individuals in the communities
2	Provide individuals and communities with the information, advice and support they need to develop their confidence, skills, knowledge and abilities	2. Training opportunities for members of communities provided
3	Promote and support processes for the effective representation of related communities in decision-making	3. The capacity of individuals built for their inclusion in community decision-making processes
4	Citizenship and Establishment of Communal Heritage	4. Promoting absolute participation of indigens and community stakeholders
5	Promote Innovative ways of income generation through research	5. Innovative income-generating activities promoted.
6	Develop more creative, tailored approaches that support engagement opportunities for all sections of the community	6. Creative and community-specific approaches developed
7	Build Institutional relationships with institutions and organizations within UESDs mandate and areas of study	7. Relationships with institutions and organizations within UESDs mandate and areas of study built.

3.5 UNIVERSITY FACULTY AND STAFF

Strategic Goal Five: This theme aims to upgrade and enhance the competencies and skills of faculty members and other staff through systematic and continuous training.

The strength of every University depends on the competency of its human resources. Boosting the competencies of Faculty members and other staff through systematic and continuous training is, therefore, crucial for the growth of the institution. Plans to implement the strategy include:

1. Development and implementation of staff development policy,

2. Inspiring and supporting staff to build their capacities in their specified areas of specialization,

3. Institution of comprehensive and regular training programmes to retool staff,

4. Mentoring system and enhancement of staff ability to participate in professional meetings and conferences, and

5. Encouraging staff to progress in their professional career.

Strategic Objectives	KPIs
1. Staff development policy developed and implemented	1. Staff training and development policy available to enhance staff capacity building.
2. Faculty members inspired to build their capacities	2(a) Identify training programmes, recommend and support faculty members to participate. (b) All teaching staff obtain professional qualification in education.
3. Administrative staff inspired to build their capacities	3. Identify training programmes, recommend and support administrative staff to participate.
4. Refresher courses for all categories of staff	4(a) Refresher courses organized for all categories of Faculty and staff to ensure re-tooling. (b) All members of staff are abreast with current trends in tertiary education administration and management.
5. Establish and implement a formal mentoring system	5(a) A functional mentoring system programmed and implemented. (b) Early career academic and administrative staff mentored.
6. Enhancing staff to join professional bodies and participate in meetings	6(a). All categories of staff supported to register with professional bodies related to their work category. (b) Members of staff supported to attend and participate in professional body meetings.
7. Encouraging staff promotion	7(a) Organize programmes to empower staff to develop themselves towards promotion to the next rank. (b) Staff encouraged and supported to apply for promotion to the next rank.
8. Promote gender equity, inclusion and diversity in faculty and staff selection, appointments and promotions	8. Gender equity, inclusion and diversity promoted in faculty and staff selection, appointments and promotions

3.6 INTERNATIONALISATION

Strategic Goal Six (a): Create an International Students, Faculty and Staff Directorate

International Students have been a significant feature of tertiary education. The University will consciously develop students, faculty and staff with international attraction within its mandate as established by Act 898, 2015. We will create a community of students, staff and faculty in which cross-cultural and international knowledge, attitudes, experiences and action are part of the university education.

NO.	STRATEGIC OBJECTIVES	KPI's
1.	Create a Directorate of International Affairs	1(a) A Directorate responsible for International Affairs established. (b) An operational Directorate of International Affairs.
2.	Initiate and establish international partnerships for teaching, learning and research.	2. Exchange programmes initiated; partnerships established with International Universities and Research Institutions; and funding agencies.
3.	Provide a culturally balanced and integrated environment to improve students experience	3. Observance of internationally recognized days, cuisines and recreational activities.
4.	Promote gender equity, inclusion and diversity in international student enrolments and appointments	4. Gender equity, inclusion and diversity promoted

Strategic Goal Six (b): Build the capacity of the Directorate

1. Intensify efforts to enroll foreign prospective students, faculty, and staff

    · Review enrollment advertisements for prospective students and ensure job advertisements include wording that invites applications from foreign individuals.

    · Place enrollment advertisements and faculty position announcements on the University website as well as other global media platforms.

    · Put in place measures to support students and faculty secure residence permits as well permanent work documents.

2. Enhance the capacity of UESD Students, Faculty and Staff in internationalization

    · Create and develop Students, Faculty and Staff Development Funds to promote relationships with international students and colleagues.

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- Use the development funds (Students, Faculty and Staff) to support international activities

- Organize international seminars both on campus and abroad, for students, faculty, and staff members.

- Develop an international fellows programmme for students, faculty, and staff

- Develop workshops in collaboration with Embassies to assist students, faculty, and staff on international courses

- Strengthen assistance for faculty and staff to apply for international program/project opportunities, especially scholarships

- Create an international resource guide that contains relevant information about teaching and learning materials and internal and external funding sources for students, faculty and staff.

3. Increase the number of international students, faculty and staff visiting UESD

- Create international visiting students, faculty, and staff programmes

- Provide accommodation and services to international students, faculty, and staff guests.

4. Ensure that international activities by students, faculty and staff members are adequately recognized and publicized

- Create annual activity forms and ensure international activities are appropriately noted

- Review promotion and term of office (tenure) criteria to ensure that they are consistent with the UESD international priorities

- Create a dedicated web portal to track international activities of students, faculty and staff and that of the University's partners.

- Create Directorate of International Affairs to be headed by a Dean (Professorial status)

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3.7 STUDENTS DEVELOPMENT

Strategic Goal Seven: Create an Environment for Positive and Memorable Experience for Students

The University of Environment and Sustainable Development (UESD) is committed to students' active pursuit of knowledge as well as acquiring the requisite soft skill for life. Consistent with this purpose, UESD acknowledges its role in allowing every student to develop their potential. The University intends to integrate academic learning with personal improvement and individual growth. We are nurturing student skills and knowledge to meet the desires and aspirations of society and industry.

STRATEGIC OBJECTIVES	KPIs
1. Involve the Student Representative Council (SRC), Junior Common Room Committees (JCRCs), and authorised relevant student groups in the decision-making processes of the University.	1. Students' representatives participate in Departmental, Schools and Academic Board Meetings
2. Create an environment for positive memorable experience for students.	2(a) A number of student-centered memorable activities created. (b) A number of students participated in memorable events. (c) Ninety percent (90%) of students enjoy their stay on Campus. (d) Eighty percent (80%) of students recommend UESD to prospective students. (e) At least Fifty percent (50%) of graduates join the alumni group.
3. Develop leadership skills, ethicsand life values in Students.	3(a) Seventy percent (70%) of graduates have leadership skills. (b) Eighty percent (80%) of graduates demonstrate the values of HOPE. (c) Sixty percent (60%) of graduates are ethical in their professional practices.
4. Improve Students Enrolment	4(a) At least 5000 undergraduate students enrolled in different programmes. (b) At least 600 postgraduate students enrolled in different programmes.

3.8 SECURITY

Strategic Goal Eight: Ensure the security and safety of students, staff, visitors and properties of the University using state of the art equipment and the deployment of professionally trained personnel.

The provision of human security is imperative in an organization. It is only in ensuring a formidably secured environment that students and staff will be safe and willing to contribute their quota in building an academic community that supports effective teaching and learning.

All students, staff and visitors to the University have the responsibility to guarantee the security of properties and persons since it cannot be left solely to the Security personnel within the institution or the Police.

No.	STRATEGIC OBJECTIVES	KPIs
1	Construction of security posts and fence wall around the University	1(a) Security posts for the main entrances constructed.
		(b) Fence wall constructed around the university campus
2	Provide and deploy state-of-the-art security equipment to protect lives and properties on campus.	2. Appropriate equipment acquired, installed and in operation.
3	Develop professional career training programmes for security and IT personnel to manage the security of the University and its environs.	3(a) Professional training and career development programmes developed and implemented to support the security personnel of the University.
		(b) Security and IT personnel trained on the use of state-of-the-art security equipment
4	Provide effective means of identification for staff, students and visitors of the University.	4. All staff, students and visitors are provided with biometric ID cards.
5	Build capacity of staff and students, and orient visitors on the security architecture of the university.	5. The capacity of staff and students built and visitors oriented on effective crime detection and prevention
6	Set up a security control room with dedicated numbers for members of the University community to report crimes, suspicious behaviours and characters.	6. Security control room dedicated for monitoring established.
7.	Promote safety and security without discrimination	7. Gender equality and disability friendliness prioritized

3.9 INSTITUTIONAL AWARDS AND MOTIVATION

Strategic Goal Nine: To establish an award scheme that recognizes significant achievements and innovations of staff, faculty, students and all relevant stakeholders of the university.

The University presents up to two awards for institutional excellence. The awards recognize significant institutional achievements in innovation related to developments in environment and agro-business, and effective application of technology-enabled learning and open and distance learning methodologies, which reach students who may not have otherwise participated in the learning or training experience and may be advent during an outbreak of pandemic or catastrophe. Develop other awards categories with time and relevance.

Staff Awards represent the highest honour bestowed by the Council of UESD for achievements of Exempt and Nonexempt Staff employees from institutions within the University system. The awards are presented to individual staff employees who have demonstrated excellence.

STRATEGIC OBJECTIVES	KPI'S
1. Institute award schemes for staff, faculty, students and alumni	1(a) Award schemes instituted (b) Number of staff awarded
2. Establish awards for external stakeholders for their extraordinary public service to the University or larger community	2. External stakeholders' award established.
3. Organize end-of-year get together for staff, faculty, students and alumni	3. End of year get-together held.

3.10 INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT

Strategic Goal Ten: Improve upon Physical Infrastructure and Municipal Services that support a conducive working and learning environment.

The University will embark on physical infrastructure and municipal services to enhance teaching, learning and research activities within the University.

STRATEGIC OBJECTIVES	KPI'S
1. Develop relevant policies, Standard Operating Procedures (SOPs) and implementation plans	1(a) A policy document and implementation plan developed and approved. (b) Space management and maintenance policy developed. (c) Comprehensive Standard Operating Procedures developed. (d) Accommodation policy developed.
2. Develop recreational facilities for students and staff	2. Sports complex completed and functional
3. Improve and maintain landscaping	3. Planting of ornamental trees, flowers and grass
4. Improve and maintain access roads on campus	4. About 2km of access roads on campus and asphalted
5. Construct access roads to link blocks	5(a) About 2km Access roads between new blocks completed. (b) Alleys connecting blocks constructed. (c) Sheds linking blocks constructed.
6. Build infrastructure to enhance communication	6. Building of telecom mask on campus to improve interconnectivity.
7. Construct University hostels, lecture halls, laboratories, health facilities, staff bungalows solar farms, drainage systems, etc.	7(a) At least one (1) 3–bedrooms and one (1) 2-bedrooms flats for staff completed. (b) At least two (2) 500-capacity hostels completed. (c) At least one (1) library block and solar farm completed. (d) Health facility constructed and functional. (e) Reliance on ECG power supply reduced by 80%.

4.0 APPENDIX A: STRATEGIC PLANNING MATRIX AND IMPLEMENTATION SCHEDULE

CONSOLIDATION AND STABILIZATION FOR SHORT-MEDIUM TERM (1-5 YEARS)

Table 1: Summary of Budget Estimates for Activities within the Strategic Period

NO.	THEMATIC THRUST	SUMMARY BUDGET (GHS)
1	ACADEMIC AND NON-ACADEMIC PROGRAMMES	309,451,000.00
2	USE OF TECHNOLOGY	6,310,000.00
3	FINANCE	7,250,000.00
4	LINKAGES AND COLLABORATIVE RESEARCH	33,440,000.00
5	UNIVERSITY FACULTY AND STAFF	870,000.00
6	INTERNATIONALIZATION	2,060,000.00
7	STUDENTS' DEVELOPMENT	220,000.00
8	SECURITY	6,765,000.00
9	INSTITUTIONAL AWARDS AND MOTIVATION	115,000.00
10.	INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT	347,211,000.00
GRAND TOTAL		**713,692,000.00**