

Strategic Plan

2019 – 2028

VICE CHANCELLORS GHANA



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LIST OF ABBREVIATIONS

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

REVIEW AND EDITORIAL TEAM

A committee of VCG was constituted in August 2018, to review the previous strategic plan and developed a new plan that is informed by the strategic purpose for the foreseeable future. The Committee was made-up of the following:

Prof. Imoro Braimah	Provost, College of Humanities, KNUST
Dr. Cynthia Sena Kpeglo	Registrar UHAS
Mr. Kofi Saah Addison	College Finance Officer, College of Humanities, UG
Mr. Kwame Fosu-Boateng	Lecturer, Faculty of Accounting and Finance, UPSA.
Mr. Peter Adaliwe Kaba	Executive Secretary of VCG

The Committee is grateful to the Chairman and members of Vice Chancellors Ghana for the opportunity to be of service to VCG.

INTRODUCTION

The Committee of Vice-Chancellors and Principals (CVCP) started as a forum of the Executive Heads of five public universities in Ghana in 1978. The membership included; the University of Ghana (UG), the Kwame Nkrumah University of Science and Technology (KNUST), University of Cape Coast (UCC), University for Development Studies (UDS) and University of Education, Winneba (UEW). It began in November 1965 as an informal consultative meeting of the then three public universities at that time, namely, the University of Ghana, the Kwame Nkrumah University of Science and Technology, and the University of Cape Coast.

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

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

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

- a) Served as a Think Tank for the Ministry of Education on matters relating to the public universities;
- b) Provided a forum for consensus building on issues of common interest to member institutions as well as all other higher educational institutions in the country;
- c) Collaborated with international bodies with interests in

higher education such as the Association of African Universities (AAU), the Association of Commonwealth Universities (ACU), the Carnegie Corporation, McArthur Foundation, Rockefeller Foundation, Ford Foundation, Fulbright Foundation and the World Bank;

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

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

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

facilities and ageing faculty.

Considering the foregoing challenges, the **VCG** should position itself to meet the serious needs of university education in Ghana in ways it is unable to do at the present time. Currently, there is no organization that functions as an independent, organized, coherent voice speaking for higher education – an organization that can make the case for higher education broadly to government, industry, members of the public, members of Parliament, international organizations, and other interested bodies. While the National Council for Tertiary Education (NCTE) provides important advice to government and serves as a link between Government and the Universities, its role is limited by its semi-governmental status. Thus, there is a critical need for the VCG to enhance its capacity and visibility to fill this vacuum. This strategic plan has been developed to provide a systematic basis for pursuing this agenda for the next ten years

APPROACH

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

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

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

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

THE FUTURE

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

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

The Vision

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

The Mission

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

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

VCG Objectives

1. To promote scholarship, research and innovation
2. To maintain common standards for academic progression and conditions of service of staff members.
3. To provide opportunities for capacity development.
4. To engage stakeholders for the promotion of relevance in all aspects of higher education.
5. To establish a communications strategy that will foster a better understanding and support for the development of higher education in Ghana.
6. To collaborate with local and international bodies with the aim of mobilising requisite facilities, logistics, materials and resources to support teaching, learning, research and service.
7. To assert professional authority on higher educational matters in Ghana.

VCG Core Values

*The cultural &
behavioural traits
that will
characterize our
every
action*

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

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

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

STRATEGIC THRUSTS

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

The following constitute the direct translation of the objectives aforementioned into more specific Thrusts.

Objective 1: Promote Scholarship, Research and Innovation

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
<u>Thrust 1</u>				
1.1 Mobilise resources to support academic mobility	Vice Chancellors			
1.2 Distribute the resources	Vice Chancellors			
1.3 Sustain the resource base	Vice Chancellors			
<u>Thrust 2</u>				
2.1 Create the avenue for the commercialisation of existing research findings	VCG			
2.2 Develop a unified patenting and intellectual property code.	Exec. Sec.			
2.3 Hold active intermittent brainstorming sessions between academia and industry	VCG			

2.4 Translate the outcomes of industry engagements to our mutual benefit	VCG, Exec. Sec.			
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Objective 2: Maintain Common Standards for Academic Progression

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
a) Harmonisation of institutional processes: criteria for appointments and promotions, conditions of service, GUSA, GUSSS e.t.c	VCG,			
b) Set criteria for mobility of students across the universities and grade transfer.	Committees of VCG			
c) Criteria for the mobility of staff across the universities.	Committees of VCG			

Objective 3: Provide opportunities for capacity development

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
1.1 Expand opportunities for capacity development in critical areas; e.g: IT, Sciences, Law,	VCG, Exec. Sec.			
1.2 Run occasional capacity building workshops in critical areas.	VCG, Exec. Sec.			
1.3 Facilitate collaborations with external universities for purposes of capacity building: e.g France Higher Education forum, St. Andrews Faculty Development Programmes	Exec. Sec.			
1.4 Establish centre for skills matching and placement.	VCG/ Exec. Sec.			

Objective 4: Engage stakeholders for the promotion of relevance in all aspects of higher education

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
Thrust 1				
1.1 Do an analysis and create a detailed database for critical human resource for national development.	Exec. Sec., Committees of VCG			
1.2 Share the database with universities and stakeholders through quarterly forums.	Exec. Sec.,			
1.3 Use the database to guide periodic review of curriculum to make it relevant to the needs of society.	Member Universities			
Thrust 2				
2.1 Identify through the quarterly fora researchable areas that will address critical problems for national development.	VCG, Member Universities			
2.2 Communicate the research findings to stakeholders and government.	Member Universities Exec. Sec.			

Objective 5: Establish a communications strategy that will foster a better understanding and support for the development of higher education in Ghana

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
Thrust 1				
1.1 Sponsor exhibition of research findings of member Universities at various fora.	VCG			
1.2 Facilitate quarterly publications of research activities of member Universities using appropriate social media platforms.	Exec. Sec. Member Universities			
Thrust 2				
2.1 Courting various media outlets of communication.	Exec. Sec.			
2.2 Respond to national issues on higher education for national understanding.	VCG, Exec. Sec.			

Objective 6: To collaborate with local and international bodies with the aim of mobilising requisite facilities, logistics, materials and resources to support teaching, learning, research and service.

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
1.1 Build strong rapport with institutions of government (Executive, Legislature and Judiciary) for the prompt release of resources.	VCG			
1.2 Establish effective international linkages for the mobilization of equipment in support of teaching and learning in higher education institutions (eg. ACU, GEANT, NORDUNET, Carnegie, Network Start-Up Resource Centre, etc).	VCG Exec. Sec.			
1.3 Build international linkages to facilitate exchange programmes between Ghanaian Universities and Selected International Universities.	VCG Exec. Sec.			
1.4 Harnessing individual and collective expertise of member universities and making same available to Government and other stakeholders.	VCG			

Objective 7: To assert professional authority on higher educational matters in Ghana.

Strategic Thrusts	Responsibility	Time Frame (Years)		
		1-3	4-6	7-10
Thrust1				
1.1 Ensure VCG visibility through the following:				
a. Seek representations on national committees set up on educational matters and participate actively.	VCG Exec. Sec.			
b. Dialogue with government over issues affecting the universities	VCs			
c. Request for inclusion of VCG on the mailing list of Parliament on all educational matters	Exec. Sec.			
d. Institutionalise biannual and other educational round-table conferences on higher education	VCG			
e. Make active contributions and/or present proposals to guide educational reviews/reforms for national discourse	VCG			
Thrust 2				
2.1 Providing institutional transparency and accountability by doing the following:				
a. Ensure budgeting procedures are complied with	Exec. Sec.			
b. Ensure prompt and regular Financial reporting	Exec. Sec.			
c. Conducting annual auditing	Exec. Sec.			
d. Adhering to procurement regulations and processes	Exec. Sec.			
Thrust 3				
3.1 Establish an institutional presence by doing the following:				
a. Completion of critical documentation	Exec. Sec.			
b. Set up an appropriate infrastructure and administrative system required for effective operations	Exec. Sec.			
c. Develop a versatile website	Exec. Sec.			
d. Publish periodic institutional news letters	Exec. Sec.			

MONITORING AND EVALUATION

IMPLEMENTATION

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

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

MONITORING AND EVALUATION (M&E)

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

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

CONCLUSION

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

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

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

APPENDIX

SWOT ANALYSIS OF VGC

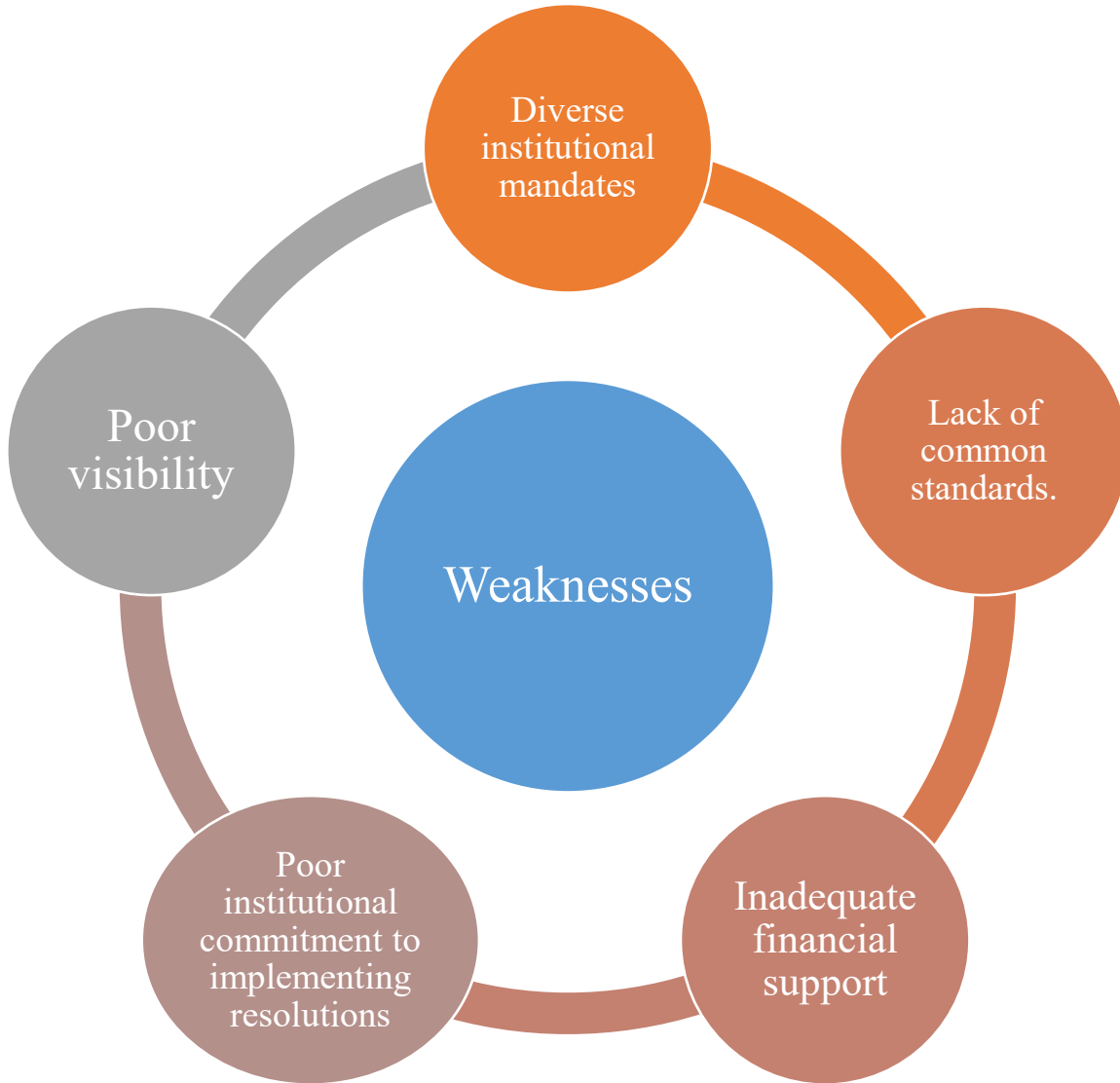
(A) STRENGTHS

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



(B) WEAKNESSES

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



(C) OPPORTUNITIES

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



(D) Threats

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



STAKEHOLDER VALUE PROPOSITION ANALYSIS

Stakeholder Values Analysis

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

The key stakeholders of VCG are in presented in Table below:

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

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