Sunyani Technical University

Strategic Plan

2020-2025

December, 2020

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List of Acronyms

BEng.	Bachelor of Engineering
BSc.	Bachelor of Science
B.Tech	Bachelor of Technology
GoG	Government of Ghana
GTEC	Ghana Tertiary Education Commission
HCIM	Hotel Catering and Institutional Management
HND	Higher National Diploma
HOD	Head of Department
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MEng.	Master of Engineering
MSc.	Master of Science
M.Tech	Master of Technology
NAB	National Accreditation Board
NHIS	National Health Insurance Scheme
PhD	Doctor of Philosophy
SDF	Skills Development Fund
SRC	Students' Representative Council
STU	Sunyani Technical University
SWOT	Strengths, Weaknesses, Opportunities and Threats
TUTAG	Technical University Teachers' Association of Ghana
TEWU	Teachers and Educational Workers' Union
TVET	Technical and Vocational Education and Training
UN	United Nations
VC	Vice-Chancellor

Executive Summary

This is the second strategic plan of Sunyani Technical University (STU) since its conversion from a Polytechnic in September 2016 following the promulgation of the Technical Universities Act, 2016 (Act 922). The previous strategic plan operated from the period 2015-2020 during the transitional period of the University. This strategic plan, 2020-2025 is, among others, a product of the issues that emanated from the implementation of the previous 5-year plan.

This Strategic Plan puts forth an overarching aspiration for the University to be a world-class Technical University recognized in Ghana, Africa and globally for producing professionals in the fields of Engineering, Science-based disciplines, Technical and Vocational Training, Applied Arts and related disciplines, equipped to function as resourceful entrepreneurs. To realise the aspiration, the University is required to promote effective teaching and learning, active research, inventin and extension services and improve its resource mobilisation and governance structures.

The Plan has eight (8) strategic priority areas with objectives and strategies for implementation under each priority area. The areas have been carefully prioritised to give premium to teaching, research, innovation and technology transfer, practical training for staff and students through greater collaboration with industry, and to create the platform for excellence in Technical and Vocational Education and Training (TVET).

This Plan focuses on building the productive capacities of the University to generate substantial financial resources to pursue and sustain its core functions as established by the Technical Universities Act, 2016 (Act 922). By the end of the plan period, the University will be able to address the following:

i. The overall governance system to enhance clarity of structure and roles.
ii. Weak financial base resulting in difficulties in the attainment of efficient operations.
iii. The infrastructure gaps in all the faculties and departments making it difficult to attract prospective students.

iv. Limited and inefficient ICT infrastructure to support teaching, learning, research and invention.
v. Inadequate sustained support in developing the capacity of human resource at all levels of the University.
vi. The urgent need for continuous and sustained enhancement of our flagship programmes to generate knowledge and enhance skills for national and global development.
vii. The maintenance and sustenance of all international collaborations that impinge on the development dialogue leading to the attainment of the UN's Sustainable Development Goals.

The total cost of the plan is estimated at **Seventy-Two Million, Six Hundred and Sixty-Five Thousand Ghana Cedis** (**Ghs 72,665, 000.00)** over the plan period. The cost has been phased into short, medium and long terms. Each phase spans a period of two years. The sources of funding includes IGF, GETFund, Grants and donations

Preamble

This Strategic Plan puts forth an all-embracing aspiration for Sunyani Technical University to be a world-class Technical University recognised in Ghana, Africa and globally for producing professionals in the fields of Engineering, Science-based disciplines, Technical and Vocational Training, Applied Arts and related disciplines, equipped to function as resourceful entrepreneurs. The general strategy proposed to achieve this aspiration is captured in the mission statement: "To provide career-focused higher education in engineering, science and technology based disciplines, applied arts and related disciplines emphasising practical orientation and entrepreneurial development to make a major contribution to meeting the requisite manpower needs of Ghana and Africa and globally through effective teaching and learning, applied research, invention, innovation and extension services".

To accomplish the mission, a set of objectives has been defined together with strategies and activities that would enable the University meet its overarching vision of being recognised as the preferred Technical University, in Ghana and Africa, for raising the next generation of industry captains for national, regional and global transformation.

From its historical beginnings to the present, Sunyani Technical University has experienced growth, in terms of space, programmes and student population. However, under its relatively new university status, it is confronted with the following questions:

- What should be done to ensure a meaningful role for the University, amplify its relevance and strategically position it as a centre of excellence in TVET for the 21st century?
- How can the objectives of the University be achieved?
- How can the University diversify its sources of funding, increase its linkages with industry and external stakeholders and take advantage of its geographical location to overcome its resource constraints?

The objective of the 2020-2025 Strategic Plan of the University is to address the above questions and other related issues of making the University a major agent for national and regional development, particularly becoming a driving force to transform its geographical.

Consequently, the plan focuses on building the productive capacities (Strengths) of the University, marshaling its resources and working with all its stakeholders to develop a spirit of innovativeness and adaptiveness to meet its present and future challenges.

Plan Period

The strategic direction of the University is guided by this Strategic Plan (2020-2025), which has the approval of the University Council. The Plan is in three phases-:the short-term (2020 – 2021), the medium-term (2022 – 2023), and the long-term (2024 – 2025). While the vision, mission and objectives of the University extend beyond the plan period, it is expected that the strategies will be continuously revised to meet the exigencies of the operating environment, government policy direction and the growth and development of STU.

SECTION ONE
PROFILE, VISION, MISSION AND STATE OF THE UNIVERSITY

1.1 Profile of Sunyani Technical University

Sunyani Technical University presents a very interesting history from its inception in the late 1960s to date as it continues to carve a niche for itself in its contribution towards meeting the human resource needs of the country. It started in 1967 as Sunyani Technical Institute and offered a great opportunity for Middle School leavers and later Junior Secondary School graduates to undergo hands-on training in Craft/Inter-mediate Block-laying and Concreting, carpentry and Joinery, Furniture Craft as well as Painting and Decoration. Other programmes offered included Electrical Installation, Motor Vehicle Mechanics, Mechanical Engineering Craft, Practice, Welding and Fabrication, Cookery for the Catering Industry Part 1 & 2 and Business Studies with options in Accounting and Secretarial studies.

In 1997, the institution was upgraded into a Polytechnic following the government's decision to lay more emphasis on TVET. As a result, the institution ran a wide range of tertiary and non-tertiary diploma and certificate programmes.

In 2016, the Polytechnic was converted to a Technical University following the promulgation of the Technical Universities Act, 2016 (Act 922) as amended. The Act 922 mandates the University to provide higher education in engineering, science and technology based disciplines, TVET, applied arts and related disciplines and award degrees including honorary degrees, diplomas, certificates and other qualifications agreed upon by the governing Council. Currently, the University offers a number of Bachelor of Technology Degree programmes, Higher National Diploma (HND) and Non-tertiary programmes in TVET, technology based and science-related disciplines. Preparations are also underway to obtain the requisite accreditation for the running of Master of Technology and Doctor of Technology programmes in the near future.

1.2 Vision

To be recognised as the preferred Technical University in Ghana and Africa for raising the next generation of industry captains for national, regional and global transformation.

1.3 Mission

Sunyani Technical University is committed to providing career-focused higher education in engineering, science and technology based disciplines, TVET, applied arts and related disciplines, emphasising practical-orientation and entrepreneurial development:

- To make a major contribution towards meeting the requisite manpower needs of Ghana, Africa and globally.
- Through the adoption of the most effective teaching and learning methodologies (including Competency Based Training), applied research, invention, innovation and extension service approaches.

1.4 Niche Area

The niche area of the Sunyani Technical University is Electrical and Electronics Engineering. This is the area around which all academic programmes are to revolve.

1.5 Core Values

In the pursuit of its mission and vision, STU will be guided by the following core values:

i. Excellence - Pursue and generate knowledge for personal and community use.
ii. Competence - Generate innovations and inventions that make the world a better place.
iii. Competitiveness - Ignite in our students a lifelong love for learning.
iv. Collaboration - Celebrate and learn from diversity and communalism.
v. Professionalism - Open the world of work and ethics to our students.

1.6 Present State and Governance of the University

The University is situated at Sunyani, the capital of Bono Region of Ghana. The University currently occupies a land area of approximately

1.60 km^2 in Sunyani and has additional Seventy-five (75) acres, located twenty-five (25) km away at Duayaw Nkwanta for future development. Another large parcel of land has been acquired in the Dormaa Traditional Area for development into a satellite campus.

STU is governed by a Council which is the highest decision-making body as stipulated in the Technical Universities Act, 2016 (Act 922). The University Council sits at the apex of a hierarchical structure of a system of Committees for the management of the University. The Council appoints academic, administrative and other staff necessary for the proper and effective achievement of the objectives of the University. In line with the Technical Universities Act, 2016 (Act 922), the key Officers of the University are the Vice-Chancellor, the Pro Vice-Chancellor, the Registrar, the Director of Finance, Director of Internal Audit and the Librarian.

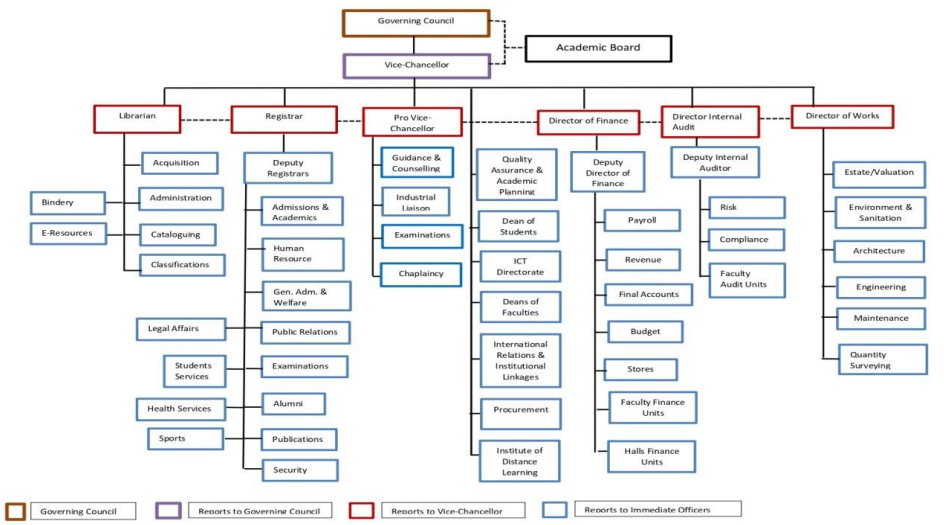

Figure 1: Governance Structure of Sunyani Technical University

The next in authority after Council is the Academic Board which is chaired by the Vice-Chancellor as established by Act 922. The Vice-Chancellor is the Chief Executive for both academic and administrative activities as well as the Chief Disciplinary Officer. The Vice-Chancellor is appointed by the

Council and is subject to the general control of the Council. The Vice-Chancellor is assisted by a team of administrators including the Pro Vice-Chancellor, Registrar, Director of Finance, the Librarian, Director of Internal Audit, and the Director of Works and Physical Development. Other officers include Deans of Faculties, Directors of Institutes, the Heads of Academic Departments, Director of Research and Innovation, Director of Quality Assurance and Planning, and Director of Counselling Services.

1.6 Infrustrature

The University has four main halls of residence, the GETFund Hostel with Annex, Cocoa Hall, Busia Hall and Tano Hall, for both male and female students. It also has academic facilities which include sixty-four (64) lecture halls, seventeen (17) laboratories, nineteen (19) workshops, staff residential facilities, access roads, staff offices, a guest house and a well-furnished library.

The University also has eight (8) computer laboratories with a total capacity of three hundred and seventy-one (371) computers to assist in teaching, learning and research. The internet bandwidth capacity of the University is 45 Mb. All the faculties and departments of the University have internet connectivity. The University has treated water from the Ghana Water Company and five mechanised boreholes on campus. The Volta River Authority supplies electricity to the entire campus. Besides, the University has a 500 KVA standby generator.

The University has a number of municipal facilities. These include a Clinic, which is NHIS accredited with qualified medical and health personnel and a campus FM Radio Station. Others are a Maintenance Unit, Estate Unit, Transport Unit and the Security Unit to ensure that facilities of the University are maintained and protected.

1.7 Academic Structure (Faculties and Departments)

The academic activities of the University are currently performed by four (4) faculties, organized into fifteen (15) departments. The faculties are the Faculty of Applied Science and Technology, Faculty of Business and Management Studies, Faculty of Built Environment, and the Faculty of Engineering). Each Faculty is headed by a Dean and each Department by a

Head of Department. Some of the Departments have Sections with Sectional Heads. The immediate plan is to establish a new Faculty of Pharmaceutical Sciences. Other faculties and departments will be developed with time.

The Faculty of Applied Science and Technology has four (4) academic departments offering Higher National Diploma programmes and 2-year top-Up B. Tech. degree programmes in Hospitality and Tourism, General Agriculture, Pharmacy Technician, Computer Science, and ICT, and Hospitality Management. Besides, there are other certificate programmes. The total number of students in the Faculty as at the end of the 2019/2020 academic year stood at one thousand. seven hundred and seventy-nine (1,779).

The Faculty of Engineering has three (3) departments, namely: Electrical and Electronic Engineering, Mechanical Engineering, Civil Engineering, and the Materials Engineering Section. The Faculty runs 4-Year Bachelor of Technology degree programmes and 2-Year Top-up B. Technology degree programmes in Electrical and Electronic Engineering, Mechanical Engineering, and Civil Engineering. It also runs Higher National Diploma programmes in the same disciplines, and other Technician Certificate courses. The students' enrolment as at the end of the 2019/2020 academic year stood at one thousand, one hundred and thirty-four (1134).

The Faculty of Built Environment and Applied Arts has three (3) departments, namely: Building Technology, Visual and Industrial Art, and Wood Technology. The Faculty runs a 4-Year Bachelor of Technology degrees in Construction Technology and Fashion Design Technology, with a 2-Year Top-up B. Tech. degree in Building Technology. It also runs HND and Technician programmes. The total number of students as at the 2019/2020 academic year in the Faculty stood at Eight hundred and ten (810).

The Faculty of Business and Management Studies has five (5) departments namely: Accountancy, Marketing, Secretaryship and Management Studies, Procurement and Supply Chain Management, and Communication Studies. The Faculty runs 2-Year top-up Bachelor of Technology degree

programmes in Procurement and Supply Chain Management, Accounting Technology, Management and Entrepreneurship, and Marketing Management. The Faculty also runs professional and technician courses in Accounting and Secretaryship and other HND programmes. The total number of students as at the 2019/2020 academic year in the Faculty of Business and Management Studies stood at Two Thousand and twenty-nine (2,029).

Additionally, there is the Office of the Dean of Students' Affairs, which is responsible for planning, coordinating and implementing programmes and providing services to support students to achieve academic and personal goals. Policies and procedures regarding students' rights and responsibilities, including academic honesty, appeals, and grievances, amongst others are clearly stated, readily available and fairly and consistently administered by the University through the Office of the Dean of Students' Afairs. There is also the Directorate of Research, Innovation and Graduate Studies.

1.8 Staff Strength

The University currently has a staff population of five hundred and twenty-seven (527) with varied qualifications in their areas of specialisation. These have been categorised in the Tables 1 and 2:

Table 1: Staff strength of the University

Category of staff	Number
Teaching staff	211
Non-Teaching Staff	316
Total	**527**

Table 2: Qualifications of Staff

Category of qualification	Teaching	Non-Teaching	Total
Doctor of Philosophy (PhD)	23	2	25
Master's Degree (M.Phil., M.SC., M.A., MBA, M.Tech)	170	56	226
First Degree & HND (B.Sc., B.A., B.Ed., B.Tech., HND, Diploma)	18	91	109
Certificate, SSSCE & Others	0	167	167
TOTAL	**211**	**316**	**527**

1.9 Student Population Dynamics

At the beginning of 2020/2021 academic year, the total student enrolment had risen from 4,992 in 2015/2016 to 6,786 in all programmes and levels of study.

Table 3: 6-Year Enrolment by Gender

Year	Male	Female	Total
2015/ 2016	3339	1653	4992
2016/2017	2872	1474	4346
2017/2018	2994	1601	4595
2018/2019	2945	1872	4817
2019/2020	3620	2132	5752
2020/2021	4339	2447	6786

In terms of gender pattern of enrolment, the figure shows a consistent rise in female enrolment, rising from 1,653 in 2015/2016 to 2,447 in 2020/2021 even though female enrolment dipped significantly in 2016/2017 and marginally in 2017/2018. The pattern for male enrolment

fluctuated from 2016/2017 to 2018/2019 in which enrolments were below the base year of 2015/2016. However, male enrolment rose in 2019/2020 above the base year, from 3,339 male students in 2015/2016 to 4339 in 2020/2021.

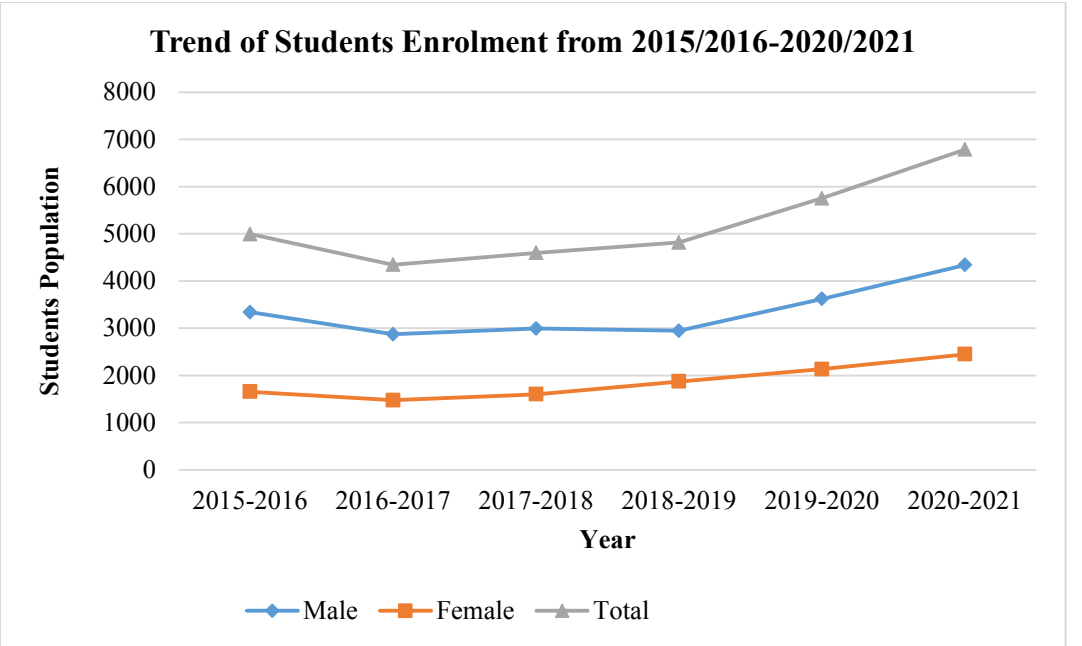

Figure 2: Total Student Enrolment Trend

1.10 Major Thrust: Master Plan and Endowment Fund

This strategic plan functions within the broader long term vision of the University as set out in the University's Master Plan and Endowment Fund. The Master Plan seeks to create the "University we want to be" in terms of academic and administraive infrastructural needs, faculties and programmes development, residential, recreational and commercial facilities, environment and services delivery including health and safety and culture.

In this respect, the Endowment fund, among other strategies, is meant to mobilise financial resources from within and outside of the University to support the implementation of the Master Plan for which this Strategic

Plan represents the first medium term plan to that effect. The Master Plan requires huge financial investiments in infrastructure, equipment, faculty and staff development, and services delivery in order to realise the vision the University has set for itself. Without the financial support from internal and external stakeholders and partners in contributing to the Endowment Fund, the vision of the University which begins with the implementation of this Strategic Plan will be difficult to achieve.

SECTION TWO

THE PLANNING PROCESS

2.1 Strategic Planning Framework

Strategic planning is a formal process designed to help an institution identify and maintain an optimal alignment with the most important elements in the environment within which the institution is located and operates. This environment consists of the political, social, economic, technological and educational ecosystem, both internal and external to the institution. Although every strategic planning process is uniquely designed to fit the specific needs of a particular institution, every successful "model" follows similar steps.

The first step of any strategic planning process involves the identification of the institution's vision and mission. While the *vision* of the institution sets out where the institution would like to be, the "ideal" state that the institution aims to achieve, the *mission* identifies the reason for the institution's existence, i.e., a statement of purpose of the institution, outlining the major goals and performance objectives. However, both are defined within the framework of the institution's philosophy, and are used as a context for development and evaluation of intended and emergent strategies.

Once these are clearly defined, the process moves on to a series of analyses, including environmental scan (external, internal, gap, and benchmarking), which provide a context for developing the institution's strategic issues. The environmental scan, performed within the framework of SWOT, an abbreviation used to denote analysis of an organisation's internal Strengths (S) and Weaknesses (W) and external Opportunities (O) and Threats (T).

Strategic programming follows, where the institution develops specific strategies including strategic objectives, activities, outputs and targets. Objectives are the things the institution must achieve to be successful in her mission and make significant progress towards her vision. Strategies are how the institution will drive change and

achieve her objectives. Outputs or indicators are the products and services the institution will deliver to achieve her objectives and strategies. Periodically, the institution assesses its strategies and reviews its strategic plan, considering emergent strategies and evolving changes.

2.2 STU's Strategic Planning Process

The planning process for the Sunyani Technical University's Strategic Plan 2020 - 2025 was initiated at the instance of the VC, in line with the strategic direction of the Governing Council of the University. The process was spear-headed by a nine-member Committee, set up by the Governing Council of the University. The Committee went through a thorough engagement with the whole University community to ensure that all the relevant issues for the next five years and beyond were addressed. The Committee took cognizance of the fact that the University had been established to promote TVET in the thrust to accerate the development of the country.

In the delivery of its mandate, the Committee examined the vision and mission of the University and formulated strategic goals in the context of emerging challenges within the University and the larger external environment. This was to ensure that the strategic goals were appropriate for meeting the future manpower and developmental needs of Ghana and Africa, given all the increasing affort at collaboration at the continental level which offer major opportunities for the country. Moreover, the University seeks to be a major agent for the transformation of its local geographical area.

Further, the Committee held series of discussions with the key stakeholders of the University, including members of the governing Council, the University community, the alumni, labour Unions (TUTAG, TUAG, TEWU), and Students' Representative Council, among others. In addition, documents such as the Technical Universities Act, 2016 (Act 922), Sunyani Technical University's Statutes, University of Ghana Strategic Plan 2014-2024, and University for Development Studies's Strategic Plan 2017-2023, were consulted. Consequently, this Strategic Plan is a result of several months of

consultation and deliberations with a cross-section of stakeholders as well as the leadership of the University. The key output of the Committee's deliberations formed the basis of this document.

This Strategic Plan is an indication that STU is consciously defining a future which seeks to clearly distinguish itself in areas such as electrical and electronics engineering, mechanical engineering, building technology, applied research, invention and innovation to achieve significant national and international impact. In order to ensure that the implementation of this Plan goes beyond just major projects and gets translated into routine activities, the Plan highlights key performance indicators and metrics that will be monitored and shared on a regular basis to influence both strategic and operational decision-making.

SECTION THREE

SITUATION ASSESSMENT

(STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS)

3.1 Introduction

To realise the objectives of the University, it was important to scan the environment and analyse its Strengths, Weaknesses, Opportunities and Threats (SWOT). It was important also to identify areas of opportunity where the strengths of the University could be applied for maximum advantage while managing the constraints or threats. Similarly, the weaknesses represent gaps that need to be filled if the University is to take advantage of the opportunities.

The assessment process was participatory and entailed a comprehensive internal and external environmental scan. The environmental scan involved a thorough analysis of the wider operational context within which the university operates; notably, the national policy environment favouring the establishment of a public technical university in each region of Ghana. On the other hand, the internal scan focused on the strengths and weaknesses of the University over the period of its conversion from a polytechnic. The team visited all the faculties and sought information from a cross-section of members of the University community notably, Deans/Directors, HoDs, Administrators, Senior Members, Unions, and students. In the light of extensive consultations, the Strengths, Weaknesses, Opportunities and Threats of STU as a Technical University emerged.

3.2 Strengths

The strengths of the University that could bring it into prominence in the next five years and beyond include the following:

3.2.1 Qualified, Dynamic and Enthusiastic Academic and Administrative Staff

The University has young and highly qualified academic and administrative staff. Fifty-seven per cent (57%) of the academic staff are below 50 years of age. Twenty-seven academic staff members hold PhD degrees in their fields of specialisation. Some faculty members serve on reputable international bodies. Equally, quality research findings by faculty members are published in respectable journals.

3.2.2 Strong Institutional Brand and Reputation

Sunyani Technical University has been responsible for training high level manpower for the banking, building, mechanical and engineering sectors. Prospective students continue to show great interest in programmes of the University. Graduates from the University hold responsible positions in the banking, building, mechanical and electrical sectors at home and abroad.

3.2.3 Strong Collaboration with Institutions of Higher Learning, Research and Industry

The University has close collaboration with institutions of higher learning and research institutes of international repute. These include Kwame University of Science and Technology, University of Maryland, USA, L'institut National Polytechnique Felix Houphouet-Boigny, Cote D'ivore, Building and Road Research Institute (BRRI), Fachhochschule University of Applied Sciences and Arts in Dortmund, Germany, University of Electronic Science and Technology, China and Memorial University of Newfoundland, Canada.

3.2.4 Strategic Location

The University is located at the centre of Ghana. The geographical location makes the University unique. The location links the University to major cities, educational institutions, market centres both in the Nothern and Southern parts of the country, and it is well served with reasonable quality of transportation infrastructure and services.

3.2.5 Good Infrastructure and Availability of Land for Expansion

The University is situated on a campus of about 1.6 km2. It has neat buildings interspersed with lush lawns and pavements. The University boasts of modern infrastructure and teaching aids such as Mechatronics equipment and laboritories. There is also available land for future expansion and development.

3.2.6 Improved Communication Facilities

The University's communication facilities such as telephone and internet services have improved tremendously over the last planning stage and it is expected to keep pace with technological developments.

3.2.7 Language Centre

The University has a Language Centre that prepares non-English speaking students. This serves to bridge the language gap through language learning courses and exchange programmes to enhance communication since Ghana is surrounded by franchophone countries. The centre has been teaching English to students of the L'institut National Polytechnique Felix Houphouet-Boigny, Cote D'ivore and French to personnel of the Ghana Immigration Service. The Centre also teaches Basic French to first year students in some disciplines and other interested individuals.

3.2.8 Other Strengths

Other strengths of the University include:

i. Availability of Student Support Fund to assist brilliant, but needy students.
ii. The University has bold, visionary and dynamic leadership.
iii. The University mounts and runs market-driven and innovative TVET programmes
iv. There is commitment to community development and extension services.

3.3 Weaknesses

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

3.3.1 Inadequate Teaching, Administrative and Support Staff

Non-competitive conditions of service and it's status as a new technical university make it difficult for the University to attract and retain senior and experienced academic staff for some faculties.

3.3.2 Inadequate Facilities for Applied Research and Inventions

Some of the workshops and laboratories have inadequate facilities for engaging in applied research and invention. There is also inadequate office space for the teaching and research staff. Equally, some chemicals, field instruments, laboratory equipment and materials are inadequate and/or not available.

3.3.3 Inadequate Avenues for Internship/Industrial Linkages for Staff and Students

The increasing student numbers as against the small number of companies in the country have made the availability of avenues for internship for students woefully inadequate. Consequently, many students only get opportunity for their internship once during the course of their training as against the required yearly internship training. Equally, avenues for industrial attachment for staff are inadequate.

3.3.4 Low Visibility of Research Output by Staff of the University

As a relatively young university, STU suffers from little or low research output by staff which accounts for the inadequate support it gets from society and industry.

3.3.5 Other Weaknesses

Other identified weaknesses of the University include:

i. There is poor physical infrastructural base and inadequate ICT infrastructure on campus.

ii. STU has weak financial base (low internally generated funds)
iii. There is inadequate number of experienced mentors and academic counsellors.
iv. STU has weak organisational brand.
v. Technical institute mindset

3.4 Opportunities

STU is strategically located and runs unique TVET programmes that are aligned to its niche area, which is, Electrical and Electronics Engineering. Being situated in the middle-belt of Ghana in the Bono region provides opportunities to be exploited. The University is also best placed to mentor the technical institutes located in the Bono, Bono East, Ahafo and Northern regions of Ghana.

3.4.1 Research and Inventions

Research and invention should continue to hold a central place in STU's quest to be a centre of excellence for the manufacturing of electrical vehicles in Ghana. The University has repositioned itself as the institution to provide thought leadership and policy direction for national development issues on mechanical and electrical and electronics engineering in Ghana. Virtually, all the forest reserves, national parks and protected areas, based on customary beliefs in Bono, Bono East, Ahafo and Northern regions of Ghana, are available to the University staff and students as field laboratories for teaching, research, invention and extension services.

3.4.2 Special Programmes

Facilities exist in the University for special programmes to be mounted in the fields of mechanical, construction, electrical and electronics engineering, among others to upgrade the skills of employees of building construction, mechanical engineering, electrical and electronics engineering, industrial and allied companies. Opportunities also exist for the University to attract more prospective students due to the Free SHS Policy.

3.4.3 Consultancy Services

Opportunities exist for the University to set up consultancy teams to increase its competitiveness at the local and international levels to generate income, and also create avenues for practical attachment for students and lecturers. The University has the capacity to set up a consultancy unit to coordinate consultancy services for the University.

3.4.4 Language Centre

The University has a Language Centre that prepares non-English speaking students since Ghana is surrounded by francophone countries. Opportunities therefore exist for the Centre to develop innovative bilingual/multilingual programmes to attract foreign students from neighbouring countries. The Centre also teaches Basic French to first year students in some disciplines and other interested individuals.

3.4.5 Artisanal and Small-Scale Industries

There is a proliferation of unregulated artisanal and small-scale industries such as building construction, electrical, mechanical and electronic manufacturing companies, whose activities are characterised by poor practices resulting in tremendous environmental damage throughout the regions. STU has the strength and capability to build these artisanals and industries up through running of tailor-made short courses to enhance their efficiency and effectiveness. The University also has the capacity to carry out research and assist these artisanal and small-scale businesses in the building, mechaniscal, electrical and electronics engineering sindustries to adopt best practices in their activities.

3.4.6 Collaboration with Institutions and Industries

Many development partners and other institutions are available for STU to link up for training, research, invention and extension services. There is a potential advantage for the University to collaborate more with these institutions of higher learning, research institutes of repute and local industries to build capacity. Further, the University has the capacity to organise vacation short courses for

employees of the hospitality industries, IT, building construction firms, mechanical, electrical and electronics engineering and manufacturing companies to generate income.

3.4.7 Availability of Land for New Campus

STU has 260 acres of land at Duayaw Nkwanta and Dormaa, in addition to its current campus, which are ready for development. The University is engaging Government to provide funds to commence the development of a new Administration Block and staff offices on its current site and scout for private financial institutions and individuals to fund students' accommodation on Public-Private Partnership (PPP).

3.4.8 Interaction with Alumni to Moblise Resources

The University has a large pool of alumni in strategic positions in industry, both within and outside the country, to collaborate with. Fruitful and focused interaction with them will lead to the establishment of links to promote partnership, collaborative research, invention and training. The University could benefit from the full participation and involvement of the Alumni in the form of partnerships, collaborations, funding, donation of books, journals, and equipment, among others.

3.4.9 Expansion of the Clinic

The University has the opportunity to expand the facilities at its Clinic to attract more clients and render quality health care services the University communityand the general public to complement the efforts of the Regional and Municipal Hospitals.

3.4.10 Other Opportunities

Other opportunities include the following:

i. The University is strategically located to publicise its programmes to attract students, collaborators and donors.
ii. STU has good relations with stakeholders (governments' agencies, research institutions, business enterprises, religious bodies and communities)

iii. The University can use the prevailing sense of goodwill to access more funding sources and to secure more land and other properties for development.
iv. Government and international bodies are receptive to the TVET education concept.

3.5 Threats

The University is confronted with some threats that are making effective performance of the various Faculties and Departments very difficult.

3.5.1 Inadequate Funding

The absence of adequate funding for the University prevents Faculties, Departments and Units from performing effectively. Existing infrastructure does not meet the requirements of an ever-increasing student and staff population. Government subvention is usually inadequate and continues to dwindle. Funds from GETFund are usually not released on time and this does not make for efficient planning and execution of responsibilities. This insufficient funding has become a threat to institutional development and collaboration.

3.5.2 Government Policy on Growth in Student Population

Rapid increase in student numbers without corresponding increase in resources and staff adversely affects activities in the University as a result of Government policies.

3.5.3 Other Threats Confronting the University

Other threats currently confronted by the University include:

i. There is lack of commitment on the part of some staff and low level of organisational citizenship.
ii. Inadequate resources to maintain existing structures, equipment and laboratories.
iii. The phenomenal growth of tertiary educational institutions and the expansion of distance programmes in the country pose a great challenge to the University in attracting and retaining experienced staff.

iv. There is stiff competition from the traditional and other technical universities.

v. There are challenges in obtaining approval from regulatory bodies to run certain demand-driven programmes.

SECTION FOUR

OUR STRATEGIC PRIORITIES

4.1 Strategic Priorities

Over the plan period, STU will build its strength and competitive advantage in its niche area, i,e, Electrical and Electronics Engineering, in order to foster the culture of research, collaboration, invention and innovation for community and national development. It aims to lead Ghana and Africa in TVET through applied research and invention. It seeks to accomplish these in ways which benefit the society on a national and regional scale. Based on a careful assessment of both its external and internal operating environment, the University has identified eight (8) strategic priorities for the plan period (2020-2025), which can best be described as critical success factors essential to achieving its aspirations of being recognised as preferred Technical University in Ghana and Africa for raising the next generation of industry captains for national and global transformation. These priorities represent the first step in translating the broad sense of direction that the vision provides, in the context of the mission, into practical action programmes in the implementation process.

The eight (8) key strategic priorities which shall be pursued have further been grouped under two broad categories. These are "Promoting effective teaching and learning, active research, invention and extension services and Improving resource mobilisation and governance structures".

A. Promoting Effective Teaching and Learning, Active Research, Invention and Extension Services

Priority 1: Promote excellence in Teaching, Research, Invention, Innovation and Extension Activities.

Priority 2: Build Faculties with Market-driven and Innovative TVET academic programmes.

Priority 3: Modernise Physical Infrastructure and expand ICT for all University activities.

Priority 4: Enhance Quality Management System

B. Improving Resource Mobilisation and Governance Structures

Priority 5: Improve Resource Mobilization and Financial Management

Priority 6: Develop Human Resource and enhance Governance and Management Structures

Priority 7: Create a compelling Organisational Brand and enhance Internationalisation

Priority 8: Mobilise and Build an active Alumni Network of the University

4.1.1 Ordering of the Strategic Priorities

Particular attention was given to the ordering of the strategic priorities to reflect the importance attached to them in the attainment of the University's Vision and Mission. The sequencing of the priorities reflects the logic that they are intimately inter-linked. Ensuring that a stable financial system is in place sets the tone for the realisation of the target goals. To achieve and sustain all the desired goals, there is the need for an efficient and effective Total Quality Management System.

A. PROMOTING EFFECTIVE TEACHING AND LEARNING, ACTIVE RESEARCH, INVENTION AND EXTENSION SERVICES

Priority Goal 1: Promote Excellence in Teaching, Research, Innovation, Invention and Extension Services.

In aspiring to become a top-notch technical university in Ghana, the responsibility of producing the next generation of technically and entrepreneurially-inclined graduates to drive national development is one that STU will embrace and influence through innovative teaching and training methods. STU aims to create and sustain a culture that supports excellence in quality teaching, learning and research and invention for innovation and creativity. It seeks to accomplish this in ways that will create a vibrant intellectual climate that stimulates relevant applied research and community engagement. This will be done through collaboration with other institutions and industries, establishing and joining global research networks, establishing competitive collaborative research among faculties, building capacity in grantsmanship and creating a greater focus on inter-disciplinary research.

Table 4.1: Promote Excellence in Teaching, Research, Invention, Innovation and Extension Services

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Promote quality teaching and research.	1.1 Provide training and mentoring support for early career academics to enhance teaching and research skills.	1.1.1 Encourage and sponsor academics in all faculties to acquire PhDs.	• At least, 50% of academics in all faculties should have PhDs by 2025.	• Core Management • Deans • Heads of Departments
	1.2 Provide research support and research leadership training opportunities for mid-career academics.	1.2.1 Eligible mid-career academics to have access to competitive STU research and training support and external support.	• At least, 60% of eligible mid-career academics should have access to competitive STU research and training support and external support.	• Core Management • Research and Publications Office
	1.3 Establish and enforce, through Quality Assurance and Academic Planning Directorate, standardised teaching methods.	1.3.1 Departments to achieve teaching performance targets.	• Departments should have achieved, at least, 75% of teaching performance targets.	• Deans • HODs • Quality Assurance Office
	1.4 Refurbish all lecture rooms and laboratories to	1.4.1 Refurbish lecture rooms and retool laboratories to	• All lecture rooms refurbished and laboratories retooled	• Core Management • Procument Office

	acceptable standard to enhance teaching and learning.	enhance teaching and learning.	by 2025.	• Works Directorate • HODs
	1.5 Inter-library linkage for research materials	1.5.1 Increase access to inter-library linkage for teaching and research materials	• Enhanced access to teaching and research materials. • Adequate books, journals and other research materials provided at the Library.	• Librarian • Core Managment
	1.6 Provide adequate funding for the acquisition of journals, books, and modern equipment for the Library.	1.6.1 Allocate 10% of University budget to library for the purchase of books, journals and other research materials.	• Increase in funds for the library.	• Directorate of Finance • Librarian • Vice-Chancellor
	1.7 Improve teaching skills of academic staff and enhance their research capacity.	1.7.1 Strengthen regular interaction between experienced staff and young faculty members through seminars,	• Output of teaching improved. • Research capacity of academic staff	• Deans • Heads of Department • Research Office

		workshops etc 1.7.2 Provide vehicles for field visits and research.	enhanced • Five (5) Pickups and two (2) 63-Seater buses purchased	• Core Management • Transport Office
	1.8 Institute awards for good staff performance	1.8.1 Create research fund to be funded by industry. 1.8.2 Offer awards for excellent teaching and research. 1.8.3 Present awards for excellent performance of staff.	• Research fund created and accessible to all staff. • Excellence awards received by teaching and research staff each year. • Excellence awards received by non-teaching staff each year	• Core Management • Awards Committee • Heads of Departments
	1.9 Extend Information and Communications Technology facilities to offices of academic staff to facilitate access to	1.9.1 Complete installation of local area network for Internet connection. 1.9.2 Equip all offices of academic staff and	• Installation of local area network completed. • Offices of academic/ administrative staff equipped with	• Core Management • ICT Directorate

	databases and libraries of other institutions of higher learning and research.	senior administrative staff with Information technology facilities.	Information Technology facilities.	
2. Encourage multi-disciplinary research programmes and establish linkages with industries	2.1 Promote inter-departmental research.	2.1.1 Identify inter-departmental research projects. 2.1.2 Write and discuss joint research proposals at departmental levels. 2.1.3 Solicit funds for collaborative research from the industry and donors.	• Inter-departmental collaboration in research is established. • Joint research proposals at Departmental levels written. • At least, two departmental collaborative research funds solicited per year.	• Deans • Heads of Departments • Director of International Relations and Institutional Linkage
	2.2 Strengthen collaborative research with other Universities and Industries.	2.2.1 Identify collaborative research projects. 2.2.2 Write and discuss joint research proposals with collaborative	•Collaborative research activities increased by 5% annually. • Applied research activities improved. •University cultivates a more functional and	• Vice-Chancellor

		Universities and Industry. 2.2.3 Solicit funds from national and international sources for collaborative research with other Universities.	effective relationship with government and international development partners. •Joint University/Industry collaborative research reports published. • Funds from national and international sources solicited for collaborative research with other Universities.	
	2.3 Institutionalise Technology and Innovation Fairs.	2.3.1 Organise technology and innovation fairs involving industries and SHS/Technical institutes.	• Technology and innovation fairs organised annually.	
	2.4 Create linkages with the industries for consultancy, workshop and training.	2.4.1 Organise workshops and training sessions in collaboration with allied industries.	• Training sessions and workshops organised annually.	

3. Provide effective consultancy services and establish Technology Development and Transfer Centre.	3.1 Develop, package and market the consultancy capabilities of the University.	3.1.1 Prepare consultancy brochures for all faculties and departments	•Consultancy brochures prepared. • Earnings from consultancies increased by30%	
	3.2 Consult and design short courses for the industry.	3.2.1 Liaise with the industry 3.2.2 Design and prepare short course programmes for the industry.	• Short courses for the industry running.	• Deans • Heads of Departments
	3.3Monitor consultancy services.	3.3.1 Establish a Consultancy Unit to coordinate all consultancy activities in the University. 3.3.2 The Unit to market consultancy capabilities at STU.	• Consultancy Unit established. • The University attracting consultancies to the tune of at least GHC600,000 per year	• Vice-Chancellor
	3.4 Establish Technology Development and	3.4.1 Build physical facilities for the Centre.	• Workshop and office for the Centre built.	• Vice-Chancellor

	Transfer Centre.	3.4.2 Provide requisite equipment for the facilities. 3.4.3 To operate the Centre.	• Facilities equipped and maintained • Centre in operation	
	3.5 Collaborate with partners to build electronic vehicle..	3.5.1 Retool our Mechatronic Labs. 3.5.2 Strengthening the capacities of the EEE and Mechanical depts. 3.5.3 Seek partnership with Automobile industry.	• Mechatronic Labs retooled. • Capacities of staff and departments strengthened. • Partnership with Automobile industry sought.	• Core Management • Dean, Engineering • HOD, (Mech. & EEE)
4. Provide stronger institutional support in the administration and development of research grants.	4.1 Establish Chairs and grants to support staff to engage in research.	4.1.2 Institute Chairs and grants for research.	• At least one research chair established • Research grants available to staff.	• Core Management • Deans

Priority Goal 2: Building Faculties with Market-driven and Innovative TVET Programmes

Building faculties with innovative and demand-driven programmes in line with TUs mandate will be central to the University's transformation process, and ultimately strengthening its impact and visibility nationally, regionally and globally. STU will reposition itself by interrogating its training delivery and adopt models that will best equip our products with an entrepreneurial mindset to become agents of change in the national and continental effort.

Table 4.2: Building Faculties with Market-driven and Innovative Programmes

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Develop and mount innovative and demand-driven programmes in line with TUs mandate	1.1 Create an academic structure with the four Faculties under STU.	1.1.1 Review and approve academic programmes in far less time than before, keeping in mind STU's niche area. 1.1.2 Committees to take prompt decisions on all matters. 1.1.3 Create additional departments.	• Academic programmes are reviewed and approved in far less time than before. • Committees take decisions on all matters in far less time than before. • At least three new departments created	• Deans of Faculties • Heads of Departments • Academic Board • Vice-Chancellor
	1.2 Review existing programmes to meet current	1.2.1 Review all Programmes through stakeholder	• All Programmes reviewed bi-annually. • Lecture theatres,	• Heads of Departments

	accreditation requirements.	consultation. 1.2.2 Improve lecture theatres, laboratories, studios, workshops and libraries 1.2.3 Improve average Student-Teacher Ratio to conform to GTEC norm	laboratories, studios, workshops and libraries improved. • Average Student-Teacher Ratio Improved.	• Deans of Faculties
	1. 3 Develop innovative and demand-driven programmes	1.3.1 Each Faculty or Department to develop curricula for at least three academic programmes, including B.Tech, BSc. BEng, M. Tech, MSc, MEng. etc. 1.3.2 Increase access to Weekend Programmes 2.3.3 Increase staff participation in Weekend programmes	• Each Faculty or Department should have developed curricula for at least three academic programmes • Access to Weekend Programmes increased. • Staff participation in Weekend programmes increased. • Students have greater choice in the selection	• Deans of Faculties • Heads of Departments

		2.3.4 Students to have greater choice in the selection of academic programmes	of academic programmes	
	1.4 Strengthen existing HND and other programmes	1.4.1 Intentify publicity and running of existing HND and other programmes.	• Existing HND and other programmes intensified and run.	• Deans • HoDs
2. Increase student enrolment and promote female participation in all programmes	2.1 Package and market programmes of the University in the Senior High Schools and Technical and Vocational Institutes.	2.1.1 Provide career guidance at the SHS/Technical level 2.1.2 Develop, produce, distribute and advertise brochures on admission requirements.	• University prospectus distributed to at least 30% of TVET-based SHS and Technical Institutes in Ghana. • Increase in overall student enrolment to 12,000 by 2025.	• Registrar (Admissions Office) • Recruitment Team • PR Officer
	2.2 Introduce specialised diploma and certificate programmes	2.2.1 Develop and advertise specialised diploma and certificate programmes.	• Specialised diploma and certificate programmes advertised regularly. • Specialised diploma and certificate	• Deans of Faculties • Heads of Departments

			programmes running.	
	2.3 Admit more female students (Gender Mainstreaming)	2.3.1 Develop, produce and distribute brochures on opportunities for female students. 2.3.2 Solicit funds from donors for funding needy female students. 2.3.3 Link female students in STU to Women in Engineering (WINE) 2.3.4 Attain the 50-50 ratio of males to females in general enrolment and 70:30 ratio of male to females in engineering programmes	• More female students representing at least 40% of total enrolment. • At least 5% of female students funded per year. • At least 80% of all female students linked to WINE • 50-50 ratio of males to females in general enrolment achieved • 70:30 male to female ratio in engineering achieved.	• Admissions Office • PR Officer • Recruitment team
	2.4 Modernise the library system	2.4.1 Automate and operationalise e-	Automated and e-libraries systems and	• Vice-Chancellor

		libraries systems and facilities. 2.4.2 Increase user access to all library facilities. 2.4.3. Improve University publications.	facilities operational. • User access to all library facilities increased. • University publications improved	• Librarian • Director of Finance • Registrar

Priority Goal 3: Modernise Physical Infrastructure and Expand ICT

The increase in tertiary education institutions both public and private necessitates a reassessment of the STU strategies primarily for the University to become an efficient and effective technical university in the fulfilment of her mandate. As a matter of urgency, STU will focus on providing modern physical and ICT infrastructure befitting her status as a global technical university. Special priority will be given to the construction of the state -of- the- art lecture hall, laboritories and expand ICT to facilitate teaching, learning and research.

Table 4.3: Modernise Physical Infrastructure and Expand ICT

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1 Develop and maintain the infrastructure and facilities of the University	1.1 Expand teaching and administrative facilities.	1.1.1 Develop a Master Plan for the university. 1.1.2 Start the second phase of the Science Park project to provide lecture theatres, ofices and laboratories. 1.1.2 Build a new Administration Block.	• A Master plan developed. • Second phase of Science Park project completed. • A new administration block built.	• Vice-Chancellor • Core Management • Director of Works • Director of Works

		1.1.3 Remodel current administration block.	• Current administration block remodelled.	• Director of Works
	1.2 Improve road network and power supply on campus.	1.2.1 Expand road network to Waterloo. 1.2.2 Acquire and maintain Generator (100 kVA)	• 1 km of Waterloo road constructed. • One Generator Set acquired and maintained. • Uninterrupted electricity supply to all faculties of the University	• Vice-Chancellor • Director of Finance • Director of Works
	1.3 Encourage development of hostels through private sector participation.	1.3.1 Encourage Estate Developers to build, operate and transfer hostels.	Two 3000 capacity hostels built for students by 2025.	• Core Management
	1.4 Provide additional hostel accommodation	1.4.1 Solicit assistance from Industry to build a	One 1000 capacity hostel built for female students	• Core Management

	on campus for female students through support from industry.	hostel for female students on campus		
	1.5 Develop sports and recreational facilities	1.5.1 Secure funding from GETFund/ Ministry of Sports to build sports and recreational facilities.	Sports and recreational facilities built.	• Core Management
2. Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.	2.1 Institute routine maintenance programme to take care of University properties.	2.1.1 Register all physical and other assets of the university. 2.1.2 Institute routine maintenance of buildings, machinery and equipment. 2.1.3 Allocate	• Register of all physical and other assets established. • All buildings, machinery and equipment regularly maintained. • Departmental blocks and offices renovated regularly.	• Director of Works

		adequate funds for maintenance		
	2.2 Expand and modernise the facilities at the Library, Laboratories and the university Clinic.	2.2.1 Solicit funds from industries and NGOs to upgrade facilities at the Library, Laboratories and the Clinic.	Improved facilities at the Library, Laboratories and the Clinic.	• Core Management
	2.3 Privatise/ commercialise municipal services	2.3.1 Modernise the sewerage system of the University. 2.3.2 Identify new management for sections providing municipal services that could be privatised/ commercialized.	• Sewerage system modernized. • Identified municipal services privatised/ commercialized.	• Director of Works
	2.4 Strengthen the Works Department	2.4.1 Establish estate management function.	•Estates management function within WPD fully	

			established.	
	2.5. Embark on a conscious landscaping and beautification	2.5.1 Upgrade university clinic, security services, beautification and recreational facilities 2.5.2 Establish Botanical gardens and nature reserves	• university clinic, security services, beautification and recreational facilities upgraded • Availability of Botanical gardens and nature reserves	• Director ofWorks
3. Expand Information and Communications Technology (ICT) to all faculties, hostels and members of the University community.	3.1 Expand ICT infrastructure to keep pace with the development of the University.	3.1.1 Regularly replace defective devices with modern ones to keep pace with technological development.	• All offices and lecture theatres adequately equipped with the state-of-the-art ICT instruments and machinery.	• Core Management • Director of ICT
	3.2 Establish efficient and effective ICT system.	3.2.1 Extend LAN to all faculties and students' residential facilities.	• All Faculties and students' residential facilities covered by LAN. • Functional	• Core Management • Directorate of

		3.2.2 Establish computer laboratories in all faculties.	computer laboratories established for students in all the faculties.	ICT
	3.3 Institutionalise the use of ICT in teaching, learning and research.	3.3.1 Institute usage of ICT for teaching and learning. 3.3.2 Introduce tailor-made computer training programmes.	• Enhanced application of ICT for teaching and learning. • Enhanced access to tailor-made computer training programmes.	• Core Management • HRMD

Strategic Priority 4: Enhance Quality Management System

Becoming a global technical university of excellence demands a series of academic quality improvement initiatives that will nurture a culture of continuous improvement and strengthen the teaching and learning experience of faculty and students. These must be supported by the relevant resources that enable the university to meet the basic standards of internationalization.

Table 4.4: Enhance Quality Management System

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. To expand the mandate of quality assurance to encompass all systemic processes.	1.1 Institute regular orientation and training programmes for students and staff on the need and practice of Quality Assurance.	1..1.1 Involve staff and students in Quality Assurance practices.	• Active involvement of staff and students in Quality Assurance practices	• Management • Quality Assurance Office
	1.2 Expand the mandate of quality assurance to encompass all systemic processes.	1.2.1 Ensure effective quality assurance operations.	• Effective quality assurance operations	• Quality Assurance Office
	1.3 Ensure quality teaching, research and services.	1.3.1 Improve staff annual performance	• Staff annual performance ratings	• Management

		ratings. 1.3.2 Ensure adherence to the process of performance management system. 1.3.3 Establish a University wide M&E system. 1.3.4 Provide regular M & E reports.	improve. • Minimum of 90% adherence to the performance management system's process. • Availability of a functional M & E system. • M&E reports produced twice a year.	• Directorate of Quality Assurance and Academic Planning • Deans • HODs
	1.4 Ensure the University produces employable graduates to meet market/industry demands.	1.4.1 Conduct tracer study of the university's products.	• Availability of tracer study reports	• Planning Officer

B. IMPROVING RESOURCE MOBILISATION AND GOVERNANCE STRUCTURES

Priority Goal 5: Improve Resource Mobilisation and Financial Management

In Ghana, reliance on government subsidy by public universities has become a liability especially in difficult economic times. Consequently, Sunyani Technical University must rise above the uncertainties of economic contraction to achieve greater financial independence that can create a stable support system, sustain its programmes and research, and ultimately shape the University's future. Significant effort will, therefore, be made to strengthen the capacity of all faculties to raise funds for research projects and also position them better to win research grants.

Table 4.5: Improve Resource Mobilisation and Financial Management

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Increase resource mobilisation to improve efficiency, accountability and transparency in the University	1.1 Create an office of institutional advancement for resource mobilisation	1.1.1 Encourage financial resource mobilisation through institutional advancement.	• Office of Institutional Advancement created	• Vice-Chancellor • Director of Finance
	1.2 Enhance the mobilisation and management of resources at all levels.	1.2.1 Review, strengthen and recapitalise appropriate income generating units.	• Approve income generating units afeter reviewed, strengthened and recapitalized.	• Vice-Chancellor • Director of Finance • Production Units Heads
	1.3 Expand and	1.3.1 Identify new	• New income sources	

	diversify income generation sources	income sources 1.3.2 Restructure Financial management systems of all income generating units. 1.3.3 Institute faculty-based Consultancy services contributing to faculty budget. 1.3.4 Increase income from University assets. 1.3.5 Establish Register of all physical and other assets.	identified. • Financial management systems of all income generating units restructured. • Functional faculty-based Consultancy services contributing to faculty budget. • Income from University assets is increased. • Register of all physical and other assets established.	• Core Management • Deans • HODs
	1.4 Enhance the effectiveness and efficiency of the university's financial management system	1.4.1 Create awareness and application of the Public Financial Management Act and other regulations. 1.4.2 Give basic	Awareness and application of the Public Financial Management Act and other regulations. •Financial operations of all Units conform	• Vice-Chancellor • Director of Internal Audit • Director of Finance

		orientation/training in finance to all Deans, HoDs and others with financial responosibilities to enable them function effectively. 1.4.3 Ensure the financial operations of all Units to conform to the requirements of the Public Financial Management Act and other regulations. 1.4.4 Prepare, audit and publish University accounts on time.	to the requirement of the Public Financial Managemnt Act • University accounts regularly prepared, audited and published on time. Orentation and training in finance given to all Deans, HoDs and others.	
	1.5 Establish an equitable and effective sharing formula for distributing resources to revenue and	1.5.1 Develop an equitable sharing formula. 1.5.2 Improve accountability, cost-effectiveness and transparency in	• Develop an equitable sharing formula • Accountability, cost-effectiveness and transparency in financial governance of the University	• Vice-Chancellor • Director of Internal Audit • Director of Finance

	expenditure centres of the University	financial governance of the University.	improved.	
	1.6 Re-establish and launch the STU's Endowment Fund.	1.6.1 Establish a Fundraising Office.	•University Fundraising Office fully functional.	• Vice-Chancellor • Director of Finance
	1.7 Develop and implement comprehensive plan of fundraising programmes at faculty and University level.	1.7.1 Organise STU's alumni to contribute financial resources. 1.7.2 Mobilise other stakeholders and potential donors	•Alumni better organized to contribute financial resources. • Stakeholders and other potential donors mobilised.	• Core Management • Deans • Fundraising Officer
	1.8 Competitively promote the use and hire of all University facilities within a regulatory framework.	1.8.1 Regularly maintain and upgrade all university assets.	• University assets regularly maintained.	• Director of Works • Director of Finance

Priority Goal 6: Develop Human Resource and Enhance Governance and Management Structures

A fundamental component of STU's transformation is capacity building and the adoption of a faculty system to help improve the current governance and management structures of the University. This will pave the way for developing a stronger and more effective system of management and governance which will see to the introduction of many new programmes. We will be guided by principles that eliminate bureaucracy and make our processes more flexible, lean and efficient. The aim will be to build an effective workforce and overhaul all management and governance arrangements to achieve greater effectiveness and efficiency.

Table 4.6: Develop Human Resource and enhance Governance and Management structures

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Attract, develop, motivate and retain high quality staff	1.1 Improve the working environment (offices, bungalows, etc) to facilitate the work of all categories of staff.	1.1.1 Provide offices for academic staff and improve the teaching environment (teaching aids, laboratories, equipment, chemicals, etc.)	• Adequate offices and academic facilities in place for teaching, research and learning.	• Core Management
	1.2. Employ adequate academic staff, technicians and research assistants and efficient support services for teaching	1.2.1 Recruit highly qualified academic staff. 1.2.2 Recruit technical staff to	Adequate well qualified academic staff at post. • Adequate well qualified technical	• Core Management • HR Directorate • Deans/HODs

	and research.	assist in teaching and research.	staff at post.	
	1.3 Enhance Human Resource Capacity at all levels	1.3.1 Make available capacity building programmes for all categories of staff. 1.3.2 Staff to have access to continuous education programmes. 1.3.3 Make incentives availability to staff. 1.3.4 Provide guidelines for staff progression 1.3.5 Facilitate promotion of staff, at least 10 professors by 2025.	• Availability of capacity building programmes for all categories of staff. • Staff have access to continuous education programmes. • Availability and timely delivery of incentives. • Guidelines for progression available. • Qualified staff promoted to rightful ranks.	• Core Management • HR Directorate • Deans • Departmental Heads

		1.3.6 At least, 50% of staff in all faculties should have PhDs by 2025. 1.3.7 Encourage and facilitate publications by Faculty in high impact journals.	• At least 50% of staff in all faculties have PhDs by 2025. • Publications by Faculty in high impact journals increased by, at least, 50%.	
	1.3 Improve funding for staff development	1.3.1 Solicit funds for staff training and scholarship schemes. 1.3.2 Support academic staff to pursue PhD's 1.3.3 Support academic and management staff participation in workshops, conferences and capacity building programmes.	• Adequate funding for staff development • Sponsor at least five (5) PhD candidates a year • Sponsor at least 20 academic and management staff per year for seminars, conferences and workshops.	• Core Management • Deans • Departmental Heads

	1.4 Initiate local training programme with attractive scholarship/bursaries for the technical and administrative support staff.	1.4.1 Organise in-service training and short courses for staff. 1.4.2 Support upgrading of knowledge for technical staff.	• Two workshops organised each year. • High level of efficient and effective technical and administrative system.	• Core Management • HR Directorate • Departmental Heads
	1.5 Organise training in teaching methods, research and curricular development.	1.5.1 Organise workshops on pedagogy and research proposals writing and management.	• One workshop for each Faculty per year. • Capacity building programmes organised, at least, annually. • Improved research grants to the University.	• Registrar • Deans • HRD
	1.6 Improve Monitoring and Evaluation Systems for the University	1.6.1 Assess and enhance the existing staff performance Monitoring and	• Two monitoring and evaluation reports in a year using enhanced	• Registrar • Director of Quality Assurane and

		Evaluation System. 1.6.2 Organise regular staff development programmes.	system • Two workshops on staff development organised per year	Academic Planning • HR Directorate
2. Re-orient Faculty to train students and staff in entrepreneurship.	2.1 Institute lectures and seminars at which resource persons from the industry will share their experiences with students and staff of the University.	2.1.1 Identify resource persons from industry. 2.1.2 Organise seminars on entrepreneurship at which the resource persons from the industry will share their experiences with students and staff.	• Resource persons from industry identified. • At least one seminar per semester held for all categories of students and staff.	• Management • Deans • HRMD
3. Provide practical training for students and staff.	3.1 Negotiate with industry and donors to provide facilities for students and staff	3.1.1 Arrange for students to go on industrial attachment/ field	• All students are attached to industry at least once and visit the	• Industrial Laison Officer

	attachment/field visits to acquire practical skills.	visits. 3.1.2 Assign academic staff to visit and assess work of students on industrial attachment. 3.1.3 Solicit funds from GETFund, industries and donors to purchase buses for field visits. 3.1.4 Arrange for staff to go on industrial attachment	field twice before graduation. • At least 80% of students attachment are assessed per year. • Two 60-Seater buses acquired by 2025. • All lecturers visit the field once every two years.	• Deans • Heads of Departments • Core Management
4. Develop the management skills of staff.	4.1 Equip Management staff to effectively play their roles. 4.2 Establish planning and monitoring systems at all levels in the faculties and	4.1.1 Organise management training for all staff assuming Management positions. 4.2.1 Establish	• Skills of management staff improved. • Planning and Monitoring Systems functioning.	• Core Management • HR Directorate

	departments.	Planning and Monitoring Unit in the University.		
	4.3 Institute regular interaction between management and staff of the University.	4.3.1 Organise quarterly forum between management and staff at various levels.	• Forum organised each quarter.	• Vice-Chancellor • PR Officer
5. Decentralisation of management of the University	5.1 Decentralise management of the university through the faculty system.	5.1.1 Decentralise Faculty-based management system. 5.1.2 Define roles at the central, Faculty and Department levels. 5.1.3 Implement decisions of Committees. 5.1.4 Adopt and implement HR Policy.	• Faculty-based management system decentralised. • Clearly defined roles at the central, Faculty and Department levels. • Committees' decisions are implemented quickly. • HR policy is adopted and implemented.	• Executive Committee • Core Management • Deans

	5.2 Streamline and enhance administration	5.2.1 Apply ICT in administration, management and service provision. 5.2.2 Enhance high level of efficiency and effectiveness of the administrative system of the University. 5.2.3 Establish the office of Legal Counsel. 5.2.4 Reduce litigation over University lands. 5.2.5 Complete relevant documentation policy on structures and governance for performance management.	• Improved application of ICT in administration, management and service provision. • High level of efficiency and effectiveness of the administrative system of the University. • The office of Legal Counsel is fully established and effective. • Litigation over University lands is reduced. • Completed relevant documentation policy on structures and governance for	• Core Management • ICT Director • Vice-Chancellor • Registrar • Vice-Chancellor • Registrar • Legal Officer • Director of Works • Vice-Chancellor • Public Relations Officer

		5.2.6 Structure and publicise University public lectures/events.	performance management. • University public lectures/events are better structured and publicised.	
	5.3 Create an academic structure with four Faculties under STU.	5.4.1 Review and approve academic programmes in far less time than before.	• Academic programmes are reviewed and approved in far less time than before.	• Vice-Chancellor • Academic Board
6. Sign Performance Contract between management and staff	6.1 To sign Performance contract with Deans and HoDs to improve corporate performane in the university	6.1.1 Develop Performance contract with goals and targets. 6.1.2 Sign the performance contract with the officers concerned.	• Peformance contract developed. • Performance contract signed annually.	• Vice-Chancellor • Planning Officer

Priority Goal 7: Creating a Compelling Organisational Brand and Internationalisation

The value the University seeks to create can best be achieved with the proper buy-in of the university community. Aspiring be a global technical university requires that STU rebrands its corporate image, builds capacity and harnesses the contribution of both academic and non-academic stakeholders. This requires regular and focused interactions with the different identifiable groups of the university, paying attention to multiple levels of needs, and ensuring that all relevant feedback is managed appropriately to achieve shared goals. This will ultimately strengthen the impact and international visibility of the University.

Table 4.7: Creating a Compelling Organisational Brand and Internationalisation

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Promote greater sense of community in the University	1.1 Strengthen the working relationship among all categories of staff	1.1.1 At least, one consultative meeting organized per semester for all categories of staff.	• Organise regular meetings to disseminate decisions of University Management to all staff.	• Core Management
	1.2 Ensure free flow of information on issues affecting members of the University Community.	1.2.1 Organise social functions with the general membership of staff and students,Unions/Associations at least once a year. 1.2.2 Organise management meetings	• At least one social function organized per year. • Free flow of information among members of Unionised staff and	• Vice-Chancellor • Registrar • Public Relations Officer

		with staff and students in the University.	students in the University.	
	1.3 Develop and implement a proactive plan of action to engage organized employee associations and relevant government agencies	1.3.1 Promote frequent social interaction among Unionised staff and students	• Improved interaction between members of Associations and Unions of the University through games, joint organisation of activities etc.	• Core Management • HR/PRO
2. Increase visibility of the University	2.1 Provide bill boards at strategic locations in the country.	2.1.1 Erect bill boards at vantage points in the catchment regions of the university.	• One bill board erected in every district/municipality within the Bono, Ahafo and Bono East Regions.	• Public Relations Officer
	2.2 Provide information through electronic or social media.	2.2.1 Provide documentary of the University on television. 2.2.2 Creating and maintaining facebook, twitter account for the	• 3 TV documentary provided a year. • Face book, twitter account created	• Public Relations Officer

		University. 2.2.3 Building awareness of STU's accomplishments through digital communications, publications and other channels.	• Awareness of STU's accomplishments create.	
	2.3 Encourage outreach services of Academic and Student Affairs Unit.	2.3.1 Provide outreach programmes to major Senior High and Technical Schools in Ghana and beyond.	• Outreach programmes to Senior High /Technical Schools provided.	• Registrar
	2.4 Institute regular media encounters to promote visibility	2.4.1 Provide regular media encounters on programmes and events in the University	• Regular media encounters instituted for University programmes and events.	• Registrar • Public Relations Officer
	2.5 Improve the status of the University website	2.5.1 Make the University website more attractive and efficient. 2.5.2 Make online	• Achievements of alumni on website and other social media posted.	

		marketing strategies like Search Engine Optimization (SEO) and Search Engine Marketing (SEM). 2.5.3 Link website to popular institutions, eg VRA, Ghana Institute of Engineers, etc.	• Information to assist searches of the University via search engines provided. • Linkage of website to popular institutions established.	• Public Relations Officer • Websmaster
	2.6 Improve public awareness on research output/ extension services of the University.	2.6.1 Disseminate major research and extension services of the University.	• Major research and extension activities disseminated on website/other platforms	• Registrar (Publications Office) • Planning Unit
3. Strengthen the international collaborations of STU.	3.1 Strengthen and expand the international collaborations of the University.	3.1.1 The Unit of International Programmes to facilitate funding for staff development and research.	• Funds available from international sources to support staff development and research.	• Director for International Relations and Institutional Linkages

		3.1.2 Establish more affiliations with international professional bodies. 3.1.3 Recruit 1% of staff and 2% students internationally	• Affiliations with international professional bodies established, eg Clay Minerals Society, etc • 1% of staff and 2% of students recruited internationally	• Core Management • Admissions Office
4. Create a world-class mindset across the university.	4.1 Formalise arrangements for student engagement with the community/industry.	4.1.1 student-industry/community engagement to be formalised.	• Quality of students and faculty.	• Industrial Relations Officer • Heads of Departments
	4.3 Strengthen student support systems	4.3.1 Encourage students' participation in decision making.	• Students have greater choice in the selection of academic programmes	• Dean of Students • SRC
	4.5 Develop and implement a comprehensive plan for the modernization of university facilities.	4.5.1 Provision of access to utilities across campus. 4.5.2 Modernise campus transport system.	• Improvement in access to water, electricity and the internet. • Campus transport system is developed and functioning.	• Management • Director of Works

Priority Goal 8: Mobilise and Build an Active Alumni Network of the University

Table 4.8: Mobilise and Build an Active Alumni Network of the University

OBJECTIVES	STRATEGIES	ACTIVITIES	KPIs/OUTPUTS	RESPONSIBILITY
1. Actively mobilise all alumni of the university	1.1 Strengthening the link between the University and the alumni	1.1.1 Establish a functional Alumni office. 1.1.2 Structure and coordinate University - Alumni relationship.	• Functional Alumni Office in place • University - Alumni relationship is better structured and coordinated.	• Registrar (Alumni Office) • Leadership of STU Alumni Association • Alumni Relation Office • Planning Unit
	1.2 Enhance the university's tracer studies system	1.2.1 Develop a database of alumnai. 1.2.1 Review the tracer studies process and output	• Alumnai database develop. • Enhanced tracer records in place to track alumni	• Public Relations Office (Webmaster) • Alumni Office
	1.3 Publise alumni achievements and activities on STU website and social	1.3.1 Create a page on STU website for alumni association 1.3.2 Create social media handles for	• Active social media handles for alumni	• Alumni Office

	media platforms	STU alumni stories and activities	created.	
	1.4 Institutionalise Alumni-University Management engagement to foster greater cooperation	1.4.1 Institute a semi-annual meeting between leadership of Alumni Association and University Management	• At least, two meetings held every year	• Alumni Office • Registrar

SECTION FIVE

IMPLEMENTATION SCHEDULE, ESTIMATED COST AND SOURCE OF FUNDING

Table 5.1: Priority 1: Promote excellence in Teaching, Research, Innovation and Extension Services

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023)	LONG TERM (2024-2025)		
1. Promote quality teaching and research.	1.1 Provide training and mentoring support for early career academics to enhance teaching and research skills.	1.1.1 Encourage and sponsor academics in all faculties to acquire PhDs.				1,000,000	IGF GETFUND
	1.2 Provide research support and research leadership training opportunities for mid-career academics.	1.2.1 Eligible mid-career academics to have access to competitive STU research and training support and external support.				600,000	IGF
	1.3 Establish and enforce, through AQAU,	1.3.1 Departments to achieve teaching				100,000	IGF

	standardised teaching methods.	performance targets.					
	1.4 Refurbish all lecture rooms and laboratories to enhance teaching and learning.	1.4.1 Refurbish lecture rooms and retool laboratories to enhance teaching and learning.				2,500,000	IGF GETFund
	1.5 Inter-library linkage for research materials	1.1.1 Increase access to inter-library linkage for teaching and research materials				1,000,000	IGF Collaborative Parnners
	1.2 Provide adequate funding for the acquisition of journals, books, and modern equipment for the Library.	1.2.1 Allocate 10% of University budget to library for the purchase of books, journals and other research materials.				500,000	IGF Industry
	1.3 Improve teaching skills of academic staff and enhance their research capacity.	1.3.1 Strengthen regular interaction between experienced staff and young faculty members through seminars, workshops etc 1.3.2 Provide vehicles for field visits and research.				1,250,000	IGF Collaborative Partners

	1.4 Institute awards for good staff performance	1.4.1 Create research fund to be funded by industry. 1.4.2 Offer awards for excellent teaching and research. 1.4.3 Present awards for excellent performance of staff.				750,000	IGF Industry
	1.5 Extend Information and Communications Technology facilities to offices of academic staff to facilitate access to databases and libraries of other institutions of higher learning and research.	1.5.1 Complete installation of local area network for Internet connection. 1.5.2 Equip all offices of academic staff and senior administrative staff with Information technology facilities.				800,000	IGF
2. Encourage multi-disciplinary research programmes and establish	2.1 Promote inter-departmental research.	2.1.1 Identify inter-departmental research projects. 2.1.2 Write and discuss joint research proposals at				150,000	IGF

linkages with industries		departmental levels. 2.1.3 Solicit funds for collaborative research from the industry and donors.					
	2.2 Strengthen collaborative research with other Universities and Industries.	2.2.1 Identify collaborative research projects. 2.2.2 Write and discuss joint research proposals with collaborative Universities and Industry. 2.2.3 Solicit funds from national and international sources for collaborative research with other Universities.				150,000	IGF Collaborative Partners
	2.3 Institutionalise Technology and Innovation Fairs.	2.3.1 Organise technology and innovation fairs involving industries and SHS/Technical institutes.				250,000	IGF Industry

	2.4 Create linkages with the industries for consultancy, workshop and training.	2.4.1 Organise workshops and training sessions in collaboration with allied industries.					
3. Provide effective consultancy services and establish Technology Development and Transfer Centre.	3.1 Develop, package and market the consultancy capabilities of the University.	3.1.1 Prepare consultancy brochures for all faculties and departments				100,000	IGF
	3.2 Consult and design tailor-made short courses for the industry.	3.2.1 Liaise with the industry 3.2.2 Design and prepare short course programmes for the industry.				100,000	IGF
	3.3Monitor consultancy services.	3.3.1 Establish a Consultancy Unit to coordinate all consultancy activities in the University. 3.3.2 The Unit to market consultancy capabilities at STU.				100,000	IGF
	3.4 Establish Technology	3.4.1 Build physical facilities for the				500,000	IGF Industry

	Development and Transfer Centre.	Centre. 3.4.2 Provide requisite equipment for the facilities. 3.4.3 To operate the Centre.					
	3.5 Collaborate with partners to build electronic vehicle.	3.5.1 Retool our Mechatronic Labs. 3.5.2 Strengthening the capacities of the EEE and Mechanical depts. 3.5.3 Seek partnership with Automobile industry.				900,000	IGF Collaborative Partners
4. Provide stronger institutional support in the administration and development of research grants.	4.1 Establish Chairs and grants to support staff to engage in research.	4.1.2 Institute Chairs and grants for research.				500,000	Private Institutions

Table 5.2: Building Faculties with Market-driven and Innovative TVET Programmes

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023)	LONG TERM (2024-2025)		
1. Develop and mount innovative and demand-driven programmes in line with TUs mandate	1.1 Create an academic structure with the six Faculties under STU.	1.1.1 Review and approve academic programmes in far less time than before. 1.1.2 Committees to take prompt decisions on all matters. 1.1.3 Create at least two new faculties				1,400,000	IGF GETFund Private Institutions
	1.1 Review existing programmes to meet current accreditation requirements.	1.1.1 Review all Programmes. 1.1.2 Improve lecture theatres, laboratories, studios, workshops and libraries 1.1.3 Improve average Student-Teacher				1,000,000	IGF GETFund Private Institutions

		Ratio to conform to NCTE norm					
	1. 2 Develop innovative and demand-driven programmes	1.2.1 Each Faculty or Department to develop curricula for at least three academic programmes. 1.2.2 Increase access to Weekend Programmes 2.2.3 Increase staff participation in Weekend programmes 2.2.4 Students to have greater choice in the selection of academic programmes	[redacted]	[redacted]		700,000	IGF
	2.1 Package and market programmes of the University in the Senior High Schools and Technical and Vocational Institutes.	2.1.1 Provide career guidance at the SHS/Technical level 2.1.2 Develop, produce, distribute and advertise	[redacted]	[redacted]		750,000	IGF

2. Increase student enrolment and promote female participation in all programmes		brochures on admission requirements.					
	2.2 Introduce specialised diploma and certificate programmes	2.2.1 Develop and advertise specialised diploma and certificate programmes.				100,000	IGF
	2.3 Admit more female students (Gender Mainstreaming)	2.3.1 Develop, produce and distribute brochures on opportunities for female students. 2.3.2 Solicit funds from donors for funding needy female students. 2.3.3 Link female students in STU to Women in Engineering (WINE) 2..3.4 Attain the 50-50 ratio of males to females in general enrolment and 70:30 ratio of male to females in				100,000	IGF Private Institutions

		engineering programmes					
	2.4 Modernise the library system	2.4.1 Automate and operationalise e-libraries systems and facilities. 2.4.2 Increase user access to all library facilities. 2.4.3. Improve University publications.				500,000	IGF Collaborative Partners

Table 5.3: Modernise Physical Infrastructure and Expand Information and Communication Technology (ICT)

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023)	LONG TERM (2024-2025		
1 Develop and maintain the infrastructure and facilities of the University	1.1 Expand teaching and administrative facilities.	1.1.1 Develop a Master Plan for the university. 1.1.2 Complete the second phase of the science park project to provide lecture theatres, offices and laboratories. 1.1.2 Build a new Administration Block. 1.1.3 Remodel current administration block.				23,450,000	IGF GETFUND

	1.2 Improve road network and power supply on campus.	1.2.1 Expand road network to Waterloo. 1.2.2 Acquire and maintain Generator (100 kVA)				1,300,000	IGF ALUMNI
	1.3 Encourage development of hostels through private sector participation.	1.3.1 Encourage Estate Developers to build, operate and transfer hostels.				100,000	IGF
	1.4 Provide additional hostel accommodation on campus for female students through support from industry.	1.4.1 Solicit assistance from Industry to build a hostel for female students on campus				100,000	IGF
	1.5 Develop Sports and recreational facilities	1.5.1 Secure funding from GETFund/ Ministry of Sports to build sports and recreational facilities.				4,500,000	GETFund Private Institu- tions
	2.1 Institute routine maintenance programme to take care of University properties.	2.1.1 Register all physical and other assets of the university. 2.1.2 Institute routine maintenance				6,000,000	IGF

2. Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities.		of buildings, machinery and equipment. 2.1.3 Allocate adequate funds for maintenance					
	2.2 Expand and modernise the facilities at the Library, Laboratories and the university Clinic.	2.2.1 Solicit funds from industries and NGOs to upgrade facilities at the Library, Laboratories and the Clinic.				100,000	IGF
	2.3 Privatise/ commercialise municipal services	2.3.1 Modernise the sewerage system of the University. 2.3.2 Identify new management for sections providing municipal services that could be privatised/ commercialized.				500,000	IGF
	2.4 Strengthen the Works Department	2.4.1 Establish estate management function.				50,000	IGF
	2.5. Embark on a conscious landscaping	2.5.1 Upgrade university clinic,				1,200,000	IGF Private Institutions

	and beautification	security services, beautification and recreational facilities 2.5.2 Establish Botanical gardens and nature reserves					
3. Expand Information and Communications Technology (ICT) to all faculties, hostels and members of the University community.	3.1 Expand ICT infrastructure to keep pace with the development of the University.	3.1.1 Regularly replace defective devices with modern ones to keep pace with technological development.				2,000,000	IGF Ministry of Communication Agencies
	3.2 Establish efficient and effective ICT system.	3.2.1 Extend LAN to all faculties and students' residential facilities. 3.2.2 Establish computer laboratories in all faculties.				400,000	IGF Ministry of Communication Agencies
	3.3 Institutionalise the use of ICT in teaching, learning and research.	3.3.1 Institute usage of ICT for teaching and learning. 3.3.2 Introduce tailor-made computer training programmes.				250,000	IGF

Table 5.4: Strategic Priority 4: Enhance Quality Management System

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMAED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023	LONG TERM (2024-2025		
1. To expand the mandate of quality assurance to encompass all systemic processes.	1.1 Institute regular orientation and training programmes for students and staff on the need and practice of Quality Assurance.	1.1.1 Involve staff and students in Quality Assurance practices.				100,000	IGF
	1.2 Expand the mandate of quality assurance to encompass all systemic processes.	8.1.1 Ensure effective quality assurance operations.				100,000	IGF
	1.3 Ensure quality teaching, research and services.	1.3.1 Improve staff annual performance ratings. 1.3.2 Ensure adherence to the process of performance management system.				250,000	IGF

		1.3.3 Establish a University wide M&E system. 1.3.4 Provide regular M & E reports.					
	1.4 Ensure the University produces quality products to meet market/industry demands.	8.4.1 Conduct tracer study of the university's products.				100,000	IGF

Table 5.5: Priority 5: Improve Resource Mobilisation and Financial Management

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023)	LONG TERM (2024-2025		
	1.1 Create an office of institutional advancement for resource mobilisation	1.1.1 Encourage financial resource mobilisation through institutional advancement.				100,000	IGF
	1.2 Enhance the mobilisation and management of resources at all levels.	1.2.1 Recapitalise all income generating units.				150,000	IGF
		1.3.1 Identify new					IGF

1. Increase resource mobilisation to improve efficiency, accountability and transparency in the University	1.3 Expand and diversify income generation sources	income sources 1.3.2 Restructure Financial management systems of all income generating units. 1.3.3 Institute faculty-based Consultancy services contributing to faculty budget. 1.3.4 Increase income from University assets. 1.3.5 Establish Register of all physical and other assets.				20,000	
	1.4 Enhance the effectiveness and efficiency of the university's financial management system	1.4.1 Create awareness and application of the Public Financial Management Act and other regulations. 1.4.2 Ensure the financial operations of all Units to conform to the				300,000	IGF

		requirements of the Public Financial Management Act and other regulations. 1.4.3 Prepare, audit and publish University accounts on time.					
	1.5 Establish an equitable and effective sharing formula for distributing resources to revenue and expenditure centres of the University	1.5.1 Develop an equitable sharing formula. 1.5.2 Improve accountability, cost-effectiveness and transparency in financial governance of the University.				10,000	IGF
	1.6 Re-establish the Sunyani Technical University Endowment Fund.	1.6.1 Establish a Fundraising Office.				60,000	IGF
	1.7 Develop and implement comprehensive plan of fundraising programmes at faculty and central level.	1.7.1 Organise STU's alumni to contribute financial resources.				25,000	IGF ALUMNI
	1.8 Competitively	1.8.1 Regularly				100,000	IGF

	promote the use and hire of all University facilities within a regulatory framework.	maintain and upgrade all university assets.					

Table 5.6: Develop Human Resource and Enhance Governance and Management Structures

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM (2021)	MEDIUM TERM (2022-2023)	LONG TERM (2024-2025)		
1. To attract, develop, motivate and retain high quality staff	1.1 Improve the working environment (offices, bungalows, etc) to facilitate the work of all categories of staff.	1.1.1 Provide offices for academic staff and improve the teaching environment (teaching aids, laboratories, equipment, chemicals, etc.)				1,500,000	IGF GETFund
	1.2. Employ adequate academic staff, technicians and research assistants and efficient support services for teaching and research.	1.2.1 Recruit highly qualified academic staff. 1.2.2 Recruit technical staff to assist in teaching and research.				150,000	IGF Government

	1.3 Enhance Human Resource Capacity at all levels	1.3.1 Make available capacity building programmes for all categories of staff. 1.3.2 Staff to have access to continuous education programmes. 1.3.3 Make incentives availability to staff. 1.3.4 Provide guidelines for staff progression 1.3.5 Improve staff progression 1.3.6 At least 50% of staff in all faculties should have PhDs by 2025. 1.3.7 Publications by Faculty in high impact journals increased by 50%.				1,100,000	IGF Collaborative Partners Private Institutions
		1.4.1 Solicit funds for staff training and				3,000,000	IGF, Government,

	1.4 Improve funding for staff development	scholarship schemes. 1.4.2 Support academic staff to pursue PhD's 1.4.3 Support academic and management staff participation in workshops, conferences and capacity building programmes.					Scholarship Grants Collaborative Partners
	1.5 Initiate local training programme with attractive scholarship/bursaries for the technical and administrative support staff.	1.5.1 Organise in-service training and short courses for staff. 1.5.2 Support upgrading of knowledge for technical staff.				200,000	IGF
	1.6 Organise training in teaching methods, research and curricular development.	1.6.1 Organise workshops on pedagogy and research proposals writing and management.				100,000	IGF

	1.7 Improve Monitoring and Evaluation Systems for the University	1.6.2 Assess and enhance the existing staff performance Monitoring and Evaluation System (MES) 1.6.3 Organise regular staff development programmes.				50,000	IGF
2. Re-orient Faculty to train students and staff in entrepreneur-ship.	2.1 Institute lectures and seminars at which resource persons from the industry will share their experiences with students and staff of the University.	2.1.1 Identify resource persons from industry. 2.1.2 Organise seminars on entrepreneurship at which the resource persons from the industry will share their experiences with students and staff.				150,000	IGF
3. Provide practical training for students and staff.	3.1 Negotiate with industry and donors to provide facilities for students and staff attachment/field visits	3.1.1 Arrange for students to go on industrial attachment/ field visits.				4,000,000	IGF, GETFund, Industry Donors

	to acquire practical skills.	3.1.2 Assign academic staff to visit and assess work of students on industrial attachment. 3.1.3 Solicit funds from GETFund, industries and donors to purchase buses for field visits. 3.1.4 Arrange for staff to go on industrial attachment					
4. Develop the management skills of staff.	4.1 Equip Management staff to effectively play their roles. 4.2 Establish planning and monitoring systems at all levels in the faculties and departments.	4.1.1 Organise management training for all staff assuming Management positions. 4.2.1 Establish Planning and Monitoring Unit in the University.				100,000	IGF
	4.3 Institute regular	4.3.1 Organise				50,000	IGF

	interaction between management and staff of the University.	quarterly forum between management and staff at various levels.					
5. Decentralisation of management of the university	5.1 Decentralise management of the university through the faculty system.	5.1.1 Decentralise Faculty-based management system. 5.1.2 Define roles at the central, Faculty and Department levels. 5.1.3 Implement decisions of Committees. 5.1.4 Adopt and implement HR Policy.				50,000	IGF
	5.2 Streamline and enhance administration	5.2.1 Apply ICT in administration, management and service provision. 5.2.2 Enhance high level of efficiency and effectiveness of the administrative system of the University.				400,000	IGF

		5.2.3 Establish the office of Legal Counsel. 5.2.4 Reduce litigation over University lands. 5.2.5 Complete relevant documentation policy on structures and governance for performance management. 5.2.6 Structure and publicise University public lectures and events.					

Table 5.7: Creating a Compelling Organisational Brand and Internationalisation

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM 2021	MEDIUM TERM 2022-2023	LONG TERM 2024-2025		
1. Promote greater sense of community in the University	1.1 Strengthen the working relationship among all categories of staff	1.1.1 At least, one consultative meeting organized per semester for all categories of staff.				200,000	IGF
	1.2 Ensure free flow of information on issues affecting members of the University Community.	1.2.1 Organise social functions of the general membership of the staff and students Unions/Associations at least once a year. 1.2.2 Organise management meetings with staff Unions and students in the University.				250,000	IGF
	1.3 Develop and implement a proactive plan of action to engage organized	1.3.1 Promote frequent social interaction among Unionised staff and				50,000	IGF

	employee associations and relevant government agencies	students					
2. Increase visibility of the University	2.1 Provide bill boards at strategic locations in the country.	2.1.1 Erect bill boards at vantage points in the catchment regions of the university.				300,000	IGF
	2.2 Provide information through electronic or social media.	2.2.1 Provide documentary of the University on television. 2.2.2 Creating and maintaining facebook, twitter account for the University. 2.2.3 Building awareness of STU's accomplishments through digital communications, publications and other channels.				1,000,000	IGF Collabora-tive Partners
	2.3 Encourage outreach services of Academic and Student Affairs Unit.	2.3.1 Provide outreach programmes to major Senior High and				500,000	IGF

		Technical Schools in Ghana and beyond.					
	2.4 Institute regular media encounters to promote visibility	2.4.1 Provide regular media encounters on programmes and events in the University				500,000	IGF
	2.5 Improve the status of the University website	2.5.1 Make the University website more attractive and efficient. 2.5.2 Make online marketing strategies like Search Engine Optimization (SEO) and Search Engine Marketing (SEM). 2.5.3 Link website to popular institutions, eg VRA, Ghana Institute of Engineers, etc.				150,000	IGF
	2.6 Improve public awareness on research output/ extension services of the University.	2.6.1 Disseminate major research and extension services of the University.				100,1000	IGF
3. Strengthen the	3.1 Strengthen and expand the international	3.1.1 The Unit of International				350,000	IGF

international collaborations of STU.	collaborations of the University.	Programmes to facilitate funding for staff development and research. 3.1.2 Establish more affiliations with international professional bodies. 3.1.3 Recruit 1% of staff and 2% students internationally					
4. Create a world-class mindset across the university.	4.1 Formalise arrangements for student engagement with the community/industry.	4.1.1 student-industry/community engagement to be formalised.				100,000	IGF
	4.3 Strengthen student support systems	4.3.1 Encourage students' participation in decision making.					
	4.5 Develop and implement a comprehensive plan for the modernization of university facilities.	4.5.1 Provision of access to utilities across campus. 4.5.2 Modernise campus transport system.				1,000,000	IGF Private Institutions

Table 5.8: Mobilise and Build an Active Alumni Association of the University

OBJECTIVES	STRATEGIES	ACTIVITIES	IMPLEMENTATION TIME FRAME			ESTIMATED COST (GHC)	SOURCE OF FUNDING
			SHORT TERM 2021	MEDIUM TERM 2022-2023	LONG TERM 2024-2025		
2. Actively mobilise all alumni of the university	1.1 Strengthening the link between the University and the alumni 1.2 Enhance the university's tracer records study system 1.3 Publise alumni achievements and activities on STU website and social media platforms 1.4 Institutionalise Alumni-University Management engagement to foster greater cooperation	1.1.1 Establish a functional Alumni office. 1.1.2 Structure and coordinate University - Alumni relationship. 1.2.1 Review the tracer records process and output 1.31 Create a page on STU website for alumni association 1.3.2 Create social media handles for STU alumni stories and activities				250,000	Alumni Association, IGF

		1.4.1 Institute a semi-annual meeting between leadership of Alumni Association and Management of the university					

SECTION SIX

IMPLEMENTATION OF THE STRATEGIC PLAN

6.1 Implementation

A plan should end with an implementation framework. This comprises implementation plans as well as monitoring and evaluation strategies. The implementation plans should detail the activities and corresponding periods of execution (i.e., flow charts). The implementation of the activities in the Strategic Plan will be done following a multi-tier approach. The Vice Chancellor has been cited in many places as the one with the responsibility to implement action points in the Plan. This has been purposely done with the thinking that some of these activities would be delegated to key players under whose domain such activities fall. It is incumbent on heads of Units, Sections, Departments, Faculties and Directorates to study the plan thoroughly and to draw the attention of the VC to activities that fall due for implementation, whether such activities are in their purview or not. The implementation of the Plan is thus the responsibility of all staff of the university and its stakeholders.

6.2 Implementation Committee

This Committee will turn the goals and objectives into a working plan. It will engage identified stakeholder groups in the development of the objectives and goals and provide feedback to those groups on a continuing basis. The Committee will identify or develop key indicators and assessment measures and review those indicators and measures on an annual basis.

The membership of the Strategic Plan Implementation Committee (SPIC) will be as follows:

1. Pro Vice-Chancellor - Chairman
2. Registrar - Member
3. Finance Director - Member
4. Director of Internal Audit - Member
5. Director of Works - Member
6. Director, QAAP - Member

7. Librarian - Member
8. ICT Director - Member
9. Deans of Faculties - Members
10. Deputy Registrar (Academic) - Secretary

The ultimate responsibility for the implementation of the strategic plan will, however, be the Vice-Chancellor and the Management of the University who are willing to help turn the strategic thoughts into operational action. They shall participate in committee activities and discussions, promote and advocate for the plan's implementation, disseminate information about the strategic plan and its implementation and ensure that the responsible committees are informed.

6.3 Monitoring and Evaluation

For monitoring and evaluation purposes, the Plan has defined key performance indicators for all activities. The Monitoring and Evaluation (M&E) process should include monitoring of resource flows and application. Furthermore, the M & E process should assess the level of transparency in implementation, accountability, degree of participation, outputs and impacts of the projects. As much as possible, the process should be undertaken through a participatory process involving all relevant key actors such as staff of the University, students, and end users of the products of the faculties. The Faculty/Departmental Boards should take center stage in the monitoring and evaluation of the implementation of the Plan. Semi-annual M & E reports should be submitted to the Vice-Chancellor.

The M&E Committee is as follows:

1. Quality Assurance Officer - Chairmain
2. Internal Auditor - Member
3. Risk Officer - Member/Secretary

6.4 Sustainability of the Plan

A central concern of the strategic planning process is the critical issue of sustainability. In this direction, various measures will be put in place to ensure the long-term sustainability of the achievements of

the Plan. Sustained income and quality human resources will be sourced and that there shall be judicious application of resources in order to have value for money.

6.5 Expected Outcomes

By adopting the measures prescribed in this Plan, the University will be able to address the following:

i. The overall governance system to enhance clarity of structure and roles.
ii. Weak financial base resulting in difficulties in the attainment of efficient operations
iii. The infrastructure gaps in all the faculties and departments making it difficult to attract prospective students
iv. Limited and inefficient ICT infrastructure to support teaching, learning, research and invention.
v. Inadequate sustained support in developing the capacity of human resource at all levels of the University.
vi. The urgent need for continuous and sustained enhancement of our flagship programmes to generate knowledge and skills for national and global development.
vii. The maintenance and sustenance of all international collaborations that impinge on the development dialogue leading to the attainment of the SDGs.

6.7 Estimated Cost

The implementation of the plan over the period is estimated to cost **Seventy-Two Million, Six Hundred and Sixty-Five Thousand Ghana Cedis (Ghs 72, 665, 000. 00)**, the breakdown is as indicated in Table 6.1.

SECTION SEVEN
STAKEHOLDERS, RESOURCE IMPLICATIONS AND CONCLUSION

7.1 Stakeholder Involvement

The University will involve all stakeholders, including the industrial and business communities, the professional bodies, the Alumni, NGOs, Donor Agencies, government ministries, departments and agencies, staff and the student body, in order to achieve the broad objectives and its vision. The University will start implementing the activities towards the achievement of its objectives through the use of its current staff, teaching space and facilities, infrastructure and equipment. However, additional resources and staff will be required in order to fully implement the activities.

7.2 Resource Implications

The University's major source of funding shall be from the Government of Ghana. Other identified sources of funds for the University over the plan period include internally generated funds (IGF), the business community, the banking industry, the professional bodies, the Alumni, the NGOs and international development partners. It is expected that the University will diversify its sources of income through vigorous Fundraising and reduce its dependence on Government subvention.

7.3 Responsibility

The primary responsibility of the implementation of the Plan lies with the Vice Chancellor. The operational matrix of the Plan is the responsibility of Management team of the University. The Academic Board, Faculty Boards, Departmental Boards and other statutory Units of the University will play important roles in achieving the stated goals.

7.4 Prioritisation of the Strategic Plan

The general framework for the implementation of the strategic plan has been divided into short-term, medium-term and long-term. Due

to resource constraints, the priorities of the University during the Plan period will be in the order as listed:

i. Attract, develop, motivate and retain high quality staff (academic and non-academic) in order to provide quality teaching and research to enhance the learning process.
ii. Income generation through fundraising, provision of consultancy and extension services and manpower training for the building, mechanical and engineering sector in order to reduce the University's dependency on government subvention. Through this, linkages will be established with industry.
iii. Develop and regularly improve infrastructure to keep pace with current technological advancement to promote effective training, teaching and research as well as to maintain the natural environment and improve upon the beauty of the University campus.
iv. Increase student enrollment and promote female participation in all programmes.
v. Promote the visibility of the University and strengthen the Alumni Association whose activities enrich the University's ethos and development.
vi. Enhance total quality management system.

7.5 Conclusion

Sunyani Technical University aims at becoming the preferred Technical University in Ghana and beyond, producing world-class professionals in the field of TVET, technology and science-related disciplines. To meet its aspirations, the University has adopted eight (8) strategic priorities. These priorities embody the activities that will facilitate the achievement of the planned objectives. This Strategic Plan represents the University's effort to consciously define and design a successful future. The Plan will be subjected to a constant, objective review periodically to establish its impact and maintain its relevance.

We are convinced that the process of detailed analysis and internal discussion that we have undergone, stands us in good stead to

exercise strong influence over our future. We trust that our purpose and ambitions as laid out will provide enough motivation for all stakeholders to pledge their support to our cause. Our effectiveness will be determined by the commitment we demonstrate in the execution process, for which we hold ourselves accountable. By focusing on our strategic priorities, we will prove to ourselves that Sunyani Technical University is truly well on it's way to becoming a global Technical University of excellence in TVET.

Members of the Committee for the preparation of Strategic Plan for STU 2020 to 2025

1	Prof. J. S. Korantwi-Barimah (Pro Vice-Chancellor)	Chairman
2	Dr. Samuel Asuamah Yeboah (Dean, FBMS)	Member
3	Dr. Zoya E. Kpamma (Dean, FBEAA)	Member
4	Dr. Samuel Wiafe (Dean, FoE)	Member
5	Dr. Jones Lewis Arthur (Dean, FAST)	Member
6	Dr. Alexander Edufful (Director of Works)	Member
7	Mrs. Cynthia Gyamfi Adu-Gyamfi (Dean of Students)	Member
8	Mr. Kwaku Tuah Osei (Weekend Prog. Coordinator)	Member
9	Mr. Solomon Abina (Deputy Director of Finance)	Member
10	Mr. Frank Owusu Debrah (Planning Officer)	Member/ Recorder
11	Dr. Stephen Okyere-Boateng (Deputy Registrar	Member/ Secretary

Sunyani Technical University

Strategic Plan (2020-2025)

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