

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
OFFICE OF INTERNATIONAL PROGRAMMES



**FIVE-YEAR STRATEGIC PLAN
(2022 – 2027)**

November 2019

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FOREWORD

I am delighted to present to you the Strategic Plan of the Office of International Programmes (OIP), University of Health and Allied Sciences (UHAS), Ho.

The plan details initiatives that the OIP would be executing in the medium-term to long term and these actions will serve as the centrepiece of our efforts to remain highly competitive in the higher education global landscape.

To achieve this objective, we have developed a strategy that seeks to harness the experiences of students, employees and stakeholders while guiding the work of the OIP over the next five years.

This strategic plan document is predicated on the wider UHAS Strategic Plan that seeks to promote teaching, learning and health research in Ghana and beyond while showcasing our unique contribution to developing talents and shaping the future as part of UHAS efforts to attaining the sustainable development goals (SDGs) leveraging this internationalisation agenda.

I am positive that with the help of all of our stakeholders we would realise our strategic goals and internationalisation agenda.

Advancing the course of UHAS means investing in a better future for the people of Ghana and beyond. It also means investing in the local communities in which we serve and, by so doing, supporting the global community's effort at promoting health and wellness in line with the SDGs.

I therefore invite you to support our efforts to transform this very unique academic institution to become a centre of academic attraction and an envy of the world.

May I express my sincerest appreciation to you for taking an interest in the future of UHAS.

Prof. John Gyapong
Vice Chancellor

ACKNOWLEDGEMENTS

Our profound gratitude goes to the Advisory Committee members of the International Programmes Office for shepherding development of this document. Indeed, your wise counsel and strategic direction have yielded the necessary dividend in developing this strategic plan.

Also, we would like to express our utmost thanks to the Public Affairs Directorate and the Information Communication Technology (ICT) Directorate for their invaluable assistance throughout the various stages of the production of this document.

The support of the university senior management, particularly Office of the Vice-Chancellor, is also highly appreciated.

The leading roles played by the Acting Dean of the OIP and that of the Assistant Registrar are duly acknowledged.

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1.0 BACKGROUND

The Office of International Programmes (OIP) was established in 2015, approximately four years after the establishment of the University of Health and Allied Sciences, Ho.

The Office was created in response to the thinking, and justifiably so, that globalization and international collaborations should be seen as pivots in augmenting the higher education enterprise in the 21st century. Indeed, this thinking has proved valuable, for UHAS has immensely benefited from the international collaborations it has forged during the period.

In line with its mandate, OIP coordinates, facilitates and manages activities related to all international students who have enrolled in UHAS, as well as faculty members and other senior members who are not Ghanaians. OIP has, therefore, come to serve as an important organ of UHAS, bridging the gap between the University and the international community.

Despite its initial successes, it is very essential for the office to have a document which guides its operations in the long-term to ensure sustainable growth. It is in line with this thinking that the office has decided to develop tools that can be used to assess its performance and growth, hence the need for this five-year strategic plan.

1.1 Organizational Structure

OIP is managed by a dean who reports directly to the Vice Chancellor of the University. The Dean, on the other hand, is administratively supported by Assistant Registrars, with lower-level support staff who assist with the day-to-day running of the office. The OIP has a Standing Advisory Committee that is responsible for the strategic direction on matters of international programmes and related endeavours. Ad hoc sub-committees are also constituted as and when necessary to execute specific tasks as assigned by the OIP in consultation with the Vice Chancellor.

1.2 Key Stakeholders of the OIP

For the smooth operation and attainment of set goals, the OIP closely works with various internal and external stakeholders and they include:

- UHAS Central Administration
- Schools and Institutes in UHAS
- Students
- Faculty
- International Community
- Local Organizations/Agencies
- Embassies, High Commissions & Other Diplomatic Missions, such as the Association of African Universities and UN Agencies
- Universities in and outside Ghana

1.3 Mandate of the OIP

In accordance with Statute 39, sections (a)–(g) of the Fundamental Laws of the University of Health and Allied Sciences (2019), the Dean of Office of International Programmes (OIP) is responsible for:

- a) the management of all agreements establishing links between the University and foreign institutions of learning;
- b) the promotion and advertisement of the programmes of the University to international students and researchers;
- c) the organization of summer schools and orientation programmes for foreign students;
- d) the provision of guidance and counselling services for international students;
- e) the coordination of staff and student exchange and external staff training programmes;
- f) creating and maintaining a comprehensive database of students and external assistance programmes; and
- g) performing such other functions as shall be determined by the Vice Chancellor.

1.5 Core Activities of the OIP

- i. Provide administrative support for activities related to international programmes in UHAS;
- ii. Centralise activities related to international agreements between UHAS and international entities, including universities;
- iii. Promote visibility of UHAS through advertisement of its academic and flagship vocational training programmes to the international community;
- iv. Take the lead to organize summer schools and students exchange programmes for UHAS students and students from universities outside Ghana;
- v. Organize orientation programmes for international students and faculty in every academic year;
- vi. Liaise with Schools and Institutes in UHAS and clinical sites for placement of international students;
- vii. Render the needed guidance and counselling services for international students and faculty;
- viii. Organize annual cultural exchange programmes for international students and faculty in collaboration with the UHAS community;
- ix. Liaise with Public Affairs Directorate of the UHAS to publish detailed information on UHAS programmes for the international community;
- x. Provide technical support and advice to UHAS senior management on matters of international collaborations; and
- xi. Carry out other related activities in line with the UHAS vision of becoming a pre-eminent health educational institution mandated to community service.

1.6 Vision

To be a pre-eminent centre of excellence in international programmes in health education and research.

1.7 Mission

Our mission is to provide a platform for international students, faculty and partners in order to advance knowledge through scholarship and research that improves health and quality of life.

1.8 OIP Overall Goal

Our goal is to become a centre of excellence in international programmes that is duly recognised locally and internationally, measured by the number of international student enrolment, as well as faculty and research collaborations by the year 2025.

1.9 Core values

- i. Professionalism
- ii. Integrity
- iii. Excellence
- iv. Internationalisation
- v. Innovation
- vi. Diversity and Inclusion

2.0 INTERNATIONALIZATION AGENDA

2.1 Strategic Goals

- i. Enhance international visibility/presence of UHAS through world class teaching, cutting-edge research, exchange programmes and other mutually beneficial collaborations
- ii. Develop capacity of UHAS faculty through international collaborations
- iii. Institute student and faculty exchange programmes
- iv. Make UHAS a preferred destination for international students and faculty across the globe
- v. Institutionalise sound administrative and financial management system in line with the UHAS standard to promote integrity and professionalism

2.2 Strategic Priorities

The OIP, in consultation with relevant stakeholders, has come up with the following strategic priority areas to enable the office attain its goals:

2.2.1 Strategic Priority I:

Enhance the global exposure and competence of the UHAS community.

Key Performance Indicator: Develop a tool, such as survey questionnaire, that will enable interaction with our students (especially those in the final years) and faculty to ascertain whether they have had global experiences and, if not, find ways of attaining it.

Major Initiatives:

- i. Devise ways of encouraging international student experiences that increases retention in collaboration with relevant units across campuses of the University.
- ii. Work with administrative management to take into account the international impact of faculty members' research, teaching, and engagement for recognition
- iii. Develop a promotional strategy for all global learning opportunities for the University Community (i.e., study and teaching abroad, international research opportunities, signature experiences, virtual exchange, fellowships, internships).
- iv. Design and deploy a university-wide internationalization programme of activities for every academic year
- v. Initiate a UHAS International Day for students and faculty

2.2.2 Strategic Priority II:

Strengthening existing partnerships and expanding UHAS' reach by establishing new strategic international collaborations and building sustainable, mutually beneficial relationships with key international partner universities and related organizations.

Key Performance Indicator: Double the number of significant strategic partnerships with local and international organizations.

Major Initiatives:

- i. Create criteria (matrix) for identifying and evaluating potential new strategic partnerships;
- ii. Evaluate recent and ongoing international collaborations which have the potential to be transformed into strategic partnerships;
- iii. Work with key stakeholders to establish mechanisms to support increased activity in identified strategic partnerships.

2.2.3 Strategic Priority III:

Partner with relevant stakeholders to enhance the visibility of UHAS.

Key Performance Indicator: Achieve international recognition for excellence in health education and research.

Major Initiatives:

- i. Increase the visibility of UHAS' global brand internally and externally through appropriate national and international media presence;
- ii. Facilitate and promote communication and collaboration with all schools, units and directorates on international initiatives through annual seminars, etc.
- iii. Running of adverts on flagship teaching/learning programmes and research dissemination workshops in local and global media houses such as newspapers, radio and television stations, social media.

2.2.4 Strategic Priority IV:

Become a model for higher education and cutting-edge research at the local and international levels

Key Performance Indicator: Be awarded major national and international recognition in the form of awards for excellence in teaching and research.

Major Initiatives:

- i. Identify benchmarks and develop tools and standard operating procedures (SOPs) to assess stakeholder satisfaction with UHAS programmes and services;
- ii. Establish a framework of SOPs for independently evaluating the effectiveness and efficiency of the OIP;
- iii. Establish annual Continuous Professional Development (CPD) training programmes for OIP staff to increase service excellence.

2.2.5 Strategic Priority V:

Increase international student enrolment to at least 1% of the total student population in UHAS

Key Performance Indicator: At least double the number of existing numbers of international student enrolled in UHAS

Major Initiatives:

- i. Embark on recruitment drives in neighbouring countries;
- ii. Promote rich cultural exchanges and experiences for international students and staff;
- iii. Develop a conditional admissions scheme for qualified prospective students during international recruitment scouting;
- iv. Establish an international alumni database to enable continuous alumni engagement.

2.2.6 Strategic Priority VI:

Increase opportunities for academic and professional development for students and staff .

Key Performance Indicator: At least double the number of existing academic and professional development collaborations with local and international institutions to offer more opportunities for students and staff.

Major Initiatives:

- i. Establish an information resource on international academic and professional opportunities for staff and students;
- ii. Develop a database of existing and pending collaborations for students and staff;
- iii. Develop and disseminate international collaborations alerts and flyers to students and staff at least quarterly.

2.2.7 Strategic Priority VII:

Promote cultural inclusivity in the delivery of programmes within the University.

Key Performance Indicator: Attain an excellent ranking in cultural inclusivity in the delivery of UHAS programmes by international students and faculty.

Major Initiatives:

- i. Develop SOPs to guide academic institutions to promote cultural inclusivity in the delivery of programmes in curricula;
- ii. Support academic units within the University to internationalize their curricula;
- iii. Reinforce existing programmes designed to emphasize UHAS' crucial role as a leading public university dedicated to training healthcare professionals in the country and sub-region as a whole;
- iv. Support academic units of the University to initiate new programs in response to the growing internationalization of the sub-region in the context of Global Health;
- v. Provide opportunities for faculty interested in introducing new programmes or enhancing an existing international education agenda in teaching, research or services.

3.0 Reference/Resources

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APPENDIX I: WORKPLAN (2022 – 2027)

Activities	Y 1 (2022/2023)				Y 2 (2023/2024)				Y 3 (2024/2025)				Y 4 (2025/2026)				Y 5 (2026/2027)			
Quarters	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Strategic priority I: Enhance the global exposure and competence of the UHAS community																				
Major initiatives																				
i. Device ways of encouraging international student experiences that increases retention in collaboration with relevant units across campuses of the University																				
ii. Work with administrative management to take into account the international impact of faculty members’ research, teaching, and engagement for recognition																				
iii. Develop a promotional strategy for all global learning opportunities for the University Community (i.e. study and teaching abroad, international research opportunities, signature experiences, virtual exchange, fellowships, internships).																				
iv. Design and deploy a University-wide Internationalization programme of activities for every academic year																				
v. Initiate a UHAS International Day for students and faculty																				
Strategic priority II: Strengthening existing partnerships and expanding UHAS’ reach by establishing new strategic international collaborations and building																				

sustainable, mutually beneficial relationships with key international partner universities and related organizations																				
Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Create criteria (matrix) for identifying and evaluating potential new strategic partnerships																				
ii. Evaluate recent and ongoing international collaborations which have the potential to be transformed into strategic partnerships																				
iii. Work with key stakeholders to establish mechanisms to support increased activity in identified strategic partnerships.																				
Strategic priority III: Partner with relevant stakeholders to enhance the visibility of UHAS																				
Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Increase the visibility of UHAS' global brand internally and externally through appropriate national and international media presence																				
ii. Facilitate and promote communication and collaboration with all schools, units and directorates on international initiatives through annual seminars etc.																				
iii. Running of adverts on flagship teaching/learning programmes and research dissemination workshops in local and global media houses such as newspapers, radio and television stations,																				

social media.																				
Strategic priority IV: Become a model for higher education and cutting-edge research at the local and international levels																				
Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Identify benchmarks and develop tools and standard operating procedures (SOPs) to assess stakeholder satisfaction with UHAS programmes and services.																				
ii. Establish a framework of SOPs for independently evaluating the effectiveness and efficiency of the OIP.																				
iii. Establish annual Continuous Professional Development (CPD) training programmes for OIP staff to increase service excellence																				
Strategic priority V: Increase international student enrolment to at least 1% of the total student population in UHAS																				
Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Embark on recruitment drives in neighbouring countries																				
ii. Promote rich cultural exchanges and experiences for international students and staff																				
iii. Develop a conditional admissions scheme for qualified prospective students during international recruitment scouting																				
iv. Establish an international alumni database to enable continuous alumni engagement																				
Strategic priority VI: Increase opportunities for academic and professional development for students and staff																				

Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Establish an information resource on international academic and professional opportunities for staff and students																				
ii. Develop a database of existing and pending collaborations for students and staff																				
iii. Develop and disseminate international collaborations alerts and flyers to students and staff at least quarterly																				
Strategic priority VII: Promote cultural inclusivity in the delivery of programmes within the University																				
Major initiatives	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
i. Develop SOPs to guide academic institutions to promote cultural inclusivity in the delivery of programmes in curricula.																				
ii. Support academic units within the University to internationalize their curricula																				
iii. Reinforce existing programmes designed to emphasize UHAS' crucial role as a leading public university dedicated to training healthcare professionals in the country and sub- region as a whole																				
iv. Support academic units of the University to initiate new programs in response to the growing internationalization of the																				

sub-region in the context of Global Health.																				
v. Provide opportunities for faculty interested in introducing new programmes or enhancing an existing international education agenda in teaching, research or services																				

APPENDIX II: PERFORMANCE INDICATOR SCORE SHEET

Strategic areas/indicators	Current record	2027 Record	Impact Indicator
Teaching and learning			
i. Number of admitted international students	12	37 (i.e. at least 5 every year)	Internationalisation
ii. Number of international faculty (full & part time)	14	19 (i.e. at least 1 every year)	Internationalisation
iii. Number of exchange students	5	30 (i.e. at least 5 every year)	Internationalisation
iv. Number of exchange faculty	8	33 (i.e. at least 5 every year)	Internationalisation
v. Number of guest lectures	5	15 (i.e. at least 2 every year)	Internationalisation
vi. Number of graduated international students	5	25 (i.e. at least 4 every year)	Internationalisation
Research and innovation			
vii. Number of signed MoUs	30	40 (i.e. at least 2 every year)	Partnership/collaborations
viii. Number of active MoUs	16	24 (i.e. at least 2 renewals every year)	Partnership/collaborations
ix. Number of external research grants	NA	20 (i.e. at least 4 every year)	International visibility/ranking

x.	Number of other collaborations	NA	5 (i.e. at least 1 every year)	Partnership/collaborations
xi.	Number faculty publications	67	117 (i.e. at least 10 every year)	International visibility/ranking
Outreach and engagement				
xii.	Number of OIP orientations for international students/faculty	0	5 (i.e. at least 1 every year)	Engagement/service
xiii.	Number of recruitment outreaches	0	5 (i.e. at least 1 every year)	Engagement/service
xiv.	Number of evaluations by international students/staff on UHAS	0	5 (i.e. at least 1 every year)	Engagement/service
Administration/resources				
xv.	Number of OIP staff	2	3 (i.e. at least 1 more added)	Institutional strengthening
xvi.	Number of capacity building workshops attended by OIP	0	5 (i.e. at least 1 every year)	Institutional strengthening
xvii.	Number of independent assessments of OIP	0	5 (i.e. at least 1 every year)	Institutional strengthening
xviii.	Number of PCs	1	3 (i.e. at least 2 more added)	Institutional strengthening
xix.	Number of vehicles	1	2 (i.e. 1 more added)	Institutional strengthening

APPENDIX III: UHAS AND OIP STRATEGIC PLAN DOCUMENTS COMPARED

Item	OIP Strategic Plan (2022 – 2027)	UHAS Strategic Plan (2017 – 2027)
Vision	To be a pre-eminent centre of excellence in international programmes in health education and research (page, 8)	UHAS seeks to be a pre-eminent health research educational institution dedicated to community service (Page 16)
Mission	Our mission is to provide a platform for international students, faculty and partners in order to advance knowledge through scholarship and research that improves health and quality of life (Page 9)	UHAS will provide quality education, advance knowledge through scholarship and research that improves health and quality of life (Page 16)
Core values/values and ethos	<ol style="list-style-type: none"> 1. Professionalism 2. Integrity 3. Excellence 4. Internationalization 5. Innovation 6. Diversity and Inclusion (Page 9) 	<ol style="list-style-type: none"> 1. Excellence 2. Integrity 3. Innovation 4. Service and care (Page 17)
Strategic objectives/Strategic Goals	<p>Strategic Goals</p> <ol style="list-style-type: none"> i. Enhance international visibility/presence of UHAS through world class teaching, cutting-edge research, exchange programmes and other mutually beneficial collaborations ii. Develop capacity of UHAS faculty through international collaborations iii. Institute student and faculty exchange programmes iv. Make UHAS a preferred destination for international students and faculty across the globe v. Institutionalise sound administrative and financial management system in line with the UHAS standard to promote integrity and professionalism (Page 9) <p>Strategic Priorities</p> <ol style="list-style-type: none"> i. Enhance the global exposure and competence of the UHAS community 	<p>Strategic Objectives</p> <ol style="list-style-type: none"> i Cutting edge research: To consistently push the limit of our academic curiosity in health research and earn an enviable reputation for the wide-reaching impact of our research on the knowledge and practice of health and wellbeing (Page 20) ii Academic environment (teaching and learning): To establish will conducive teaching and learning environment wherein faculty and students feel physically, psychologically, socially, and culturally secure to work independently and cooperatively, to make the University experience stimulating (Page 22) iii Internal management processes: We will rigorously ensure efficient internal control management processes that will allow us to balance risk exposure with business performance by ensuring and processes are agile and deliver value to the University (Page 4) iv Stakeholder engagement: Commit to building viable and lasting relationship with our stakeholders that creates a unified community

	<p>KPI: Develop a tool, such as survey questionnaire, that will enable interaction with our students (especially those in the final years) and faculty to ascertain whether they have had global experiences and, if not, find ways of attaining it (Page 10)</p> <p>ii. Strengthening existing partnerships and expanding UHAS' reach by establishing new strategic international collaborations and building sustainable, mutually beneficial relationships with key international partner universities and related organizations KPI: Double the number of significant strategic partnerships with local and international organizations (Page 10)</p> <p>iii. Partner with relevant stakeholders to enhance the visibility of UHAS KPI: Achieve international recognition for excellence in health education and research (Page 11)</p> <p>iv. Become a model for higher education and cutting-edge research at the local and international levels KPI: Be awarded major national and international recognition in the form of awards for excellence in teaching and research (Page 11)</p> <p>v. Increase international student enrolment to at least 1% of the total student population in UHAS KPI: At least double the number of existing numbers of international student enrolled in UHAS (Page 12)</p> <p>vi. Increase opportunities for academic and professional development for students and staff KPI: At least double the number of existing academic and professional development collaborations with local and international institutions to offer more opportunities for students and staff (Page 12)</p> <p>vii. Promote cultural inclusivity in the delivery of programmes within the University KPI: Attain an excellent ranking in cultural inclusivity in the delivery of UHAS programmes by international students and faculty (Page 12)</p>	<p>with shared vision (Page 26)</p> <p>v Diversity, cultural brand and identity: We believe in diversity and inclusivity make institutions and teams work better. We will strive to live that belief as champions of a more inclusive community by creating a diverse and inclusive work environment, cultivating an inclusive guest experience, and fostering equal opportunity in our community (Page 28).</p> <p>vi Finance and capital investment: To generate sufficient financial resources to sustain the University's research, infrastructure and academic activities through prudent financial planning and management that consciously pursues capital accumulation for the future (Page 30).</p> <p>vii State of the art facilities and laboratory equipment: To set up and maintain state of the art facilities with the best laboratory equipment that is comparable to any top health research and training institution in the world (Page 32)</p> <p>viii State of the art technology/risk management: To invest in information technology platforms that enhance the ability of UHAS academic, research, teaching and learning communities to collaborate with each other and with global partners (Page 34)</p> <p>ix Monitoring and results management (MRM): Building an institution that focuses on health research and education requires an intentional approach to reinventing systems that response rapidly to the changing environments. High performance and achievement of objectives is an imperative for a University (Page 36).</p> <p>x Communication and global reach: To develop the University's position as a world class centre for intellectual engagement, through the proactive communication of ideas generated at UHAS and through openness to new ideas generated elsewhere (Page 38)</p>
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APPENDIX IV: UHAS MoU TEMPLATE



MEMORANDUM OF UNDERSTANDING
BETWEEN
UNIVERSITY OF HEALTH AND ALLIED SCIENCES
AND
XXX

*Partner
Institution Logo
Here*

UNIVERSITY OF HEALTH AND ALLIED SCIENCES
HO, GHANA

PMB 31
HO
VOLTA REGION, GHANA

This Memorandum of Understanding (MOU) is entered into this ___ day of _____
20 _____

Between

UNIVERSITY OF HEALTH AND ALLIED SCIENCES, a tertiary educational institution of PMB 31, Ho Municipality in the Volta Region of the Republic of Ghana (hereinafter referred to as "UHAS"), which expression shall, where the context so admits, include its successors and assigns) represented by **Prof. Lydia Aziato**, its Vice Chancellor of the first part,

And

WHEREAS:

- A. Following discussion and exchanges of correspondence between the parties for collaboration in furtherance of their respective mandate;
- B. UHAS and _____ desire to establish certain cooperative programmes beneficial to the respective institutions and to promote the development of joint studies, research and training activities, and other related programmes of mutual interest;
- C. In the spirit of international education and cooperation between parties to leverage on same in the promotion of their respective mandate for their mutual interest; and
- D. In anticipation of parties' intention to establish this collaborative relationship in furtherance of their interest;

NOW THEREFORE THE PARTIES MUTUALLY AGREE AS FOLLOWS:

- 1. This MOU replaces all previous MOUs or arrangements, discussions negotiations or such other understanding of any form whether in writing or oral in respect of collaboration or cooperation between parties prior to the execution of this MOU shall cease to have any force.
- 2. This MOU constitutes the entire understanding of the parties and to that extent excludes any discussions, negotiations, agreement or such other forms of arrangement not expressly provided herein in respect of this collaboration and cooperation between the parties herein created.
- 3. This MOU is not a contract between the parties neither does it create any legal and financial obligations on parties herein but intends to facilitate collaboration and cooperation between the parties and develop mutually beneficial programmes, research relationship and exchange programmes between parties.
- 4. Parties mutually agree to work together to promote the following:
 - a. _____
 - b. _____
 - c. _____
 - d. _____
 - e. _____
- 5. This MOU provides the foundation and framework for particular projects that may be developed by academic and administrative units from the two institutions of parties for the mutual benefits of the parties
- 6. Both parties to this MOU are committed to the policy that all persons shall have equal access to programmes, facilities, resources and other relevant opportunities and shall not be discriminated on grounds of sex, colour, origin, religion, creed, disability
- 7. This term hereby created for this MOU is for an initial period of _____ years unless terminated by either party in accordance with the terms herein created.

8. This MOU may be renewed for a period by mutual consent of parties for a further term after expiration of the initial term herein created PROVIDED HOWEVER a term to be renewed shall be in writing and duly executed by the parties and subject to the terms and conditions set forth herein or such terms and conditions as the parties may agree, and shall be contingent upon a satisfactory performance evaluation by the parties. The evaluation will be initiated by the respective Offices of International Programmes of parties.
9. Resources for implementation of this MOU may come from either party, depending upon budgetary availability PROVIDED HOWEVER any resource obligation arising from any project under this MOU shall contain terms and conditions mutually agreed by the parties to be contained in an express agreement to be executed by the parties. Neither party is obligated to expend any resources in connection with this MOU. No implementation of any portion of this MOU or commencement of any specific projects may be initiated prior to the written assurance of adequate budgetary resources.
10. This MOU shall not be construed to create a relationship of partners, brokers, employees, servants, joint ventures or agents as between the parties. The parties to this MOU are acting as independent participants. With respect to employee compensation for services provided in connection with this MOU, each party shall be responsible for its own employees' withholding taxes, workers' compensation, and other employment-related taxes.
11. Neither Party shall, (except where mandated by law or required for the purposes of this MOU), divulge any confidential information relating to either Party in respect of this cooperation without the prior written consent of the other Party. This MOU does not apply to any information already in the public domain, or becomes a matter of public knowledge through no fault of the receiving Party, or has been previously disclosed by the disclosing Party or disclosed by compulsion of any Applicable Law or upon a request from any government agency from either party or an order of a court of competent jurisdiction. Confidential information shall include but not limited to any data, technical or business information (tangible or otherwise) of proprietary value to the disclosing Party and not generally known to the public. The information need not be novel, unique, patentable, and copyrightable or constitute a trade secret in order to be designated confidential information.
12. Either party shall have the absolute right to terminate this MOU with or without cause upon sixty (60) days prior written notice to the other party. Such termination shall not become effective as to students or staff already enrolled and participating in a programme or activity at the Host Institution of a party.
13. This MOU shall be governed by and construed under the laws of the jurisdictions of both parties. The parties shall cooperate mutually to resolve any dispute or misunderstanding by collaboration and discussion.

The authorized representative(s) of UHAS and _____ have hereby executed two (2) copies of this MOU.

Signed by:

Professor Lydia Aziato
Vice Chancellor
University of Health and Allied Sciences
Ho, Ghana

Date _____

Date _____