



STRATEGIC **PLAN** 2017-2027



UNIVERSITY OF HEALTH
AND ALLIED SCIENCES

CONTENTS

About UHAS.....	2
Foreword.....	5
Preamble.....	6
Schools and Institutes.....	9
The 40 Year National Health Development Plan.....	10
UN SDG on Health and UHAS.....	12
Planning Process.....	14
Our Vision, Mission and Ethos.....	16
Vision.....	16
Mission.....	16
Values and Ethos.....	16
Our Values and Ethos Charter.....	16
Strategic Objectives.....	19
Strategic Objective 1 - Cutting Edge Research.....	20
Strategic Objective 2 - academic environment (teaching and learning).....	22
Strategic Objective 3 - Internal Management Processes.....	24
Strategic Objective 4 - stakeholder management.....	26
Strategic Objective 5 - Diversity, Cultural Brand and Identity.....	28
Strategic Objective 6 - Finance and Capital Investment.....	30
Strategic Objective 7 - state of art Facilities and Laboratory Equipment.....	32
Strategic Objective 8 - State of the Art Technology /Risk Management.....	34
Strategic Objective 9 - Monitoring and Results Management (MRM).....	36
Strategic Objective 10 - Communication and Global Reach.....	38
Environmentally Friendly.....	40
Annex A: SWOT Analysis.....	44
Annex B: PESTLE Analysis.....	46
Annex C: Implementation Plan.....	48

About UHAS

Aims of the University

- To provide higher education in Health and Allied Sciences through teaching and research
- To disseminate knowledge and the results of research and their applications to the needs and aspirations of the people of Ghana and the global village.
- To provide clinical and other skilled services to contribute positively to improving the health status and overall quality of life, as well as foster partnerships with key stakeholders and bodies.

In the 21st century, the complexity of human and social problems are taking on new approaches with science and technology assuming increasing importance in developing solutions. At its best, health care in Ghana is only emerging and efforts of human resource development, disease prevention, early diagnosis of illness, and advance therapeutic services have lagged behind as in many developing countries.

It is against this background that the Government of Ghana, through an act of Parliament, Act 828 of December 2011 established the UHAS as a public-funded University, dedicated to the training of world class health professionals who are committed to provide service with integrity. The University opened in February 2012. The main UHAS campus is located at Sokode near Ho, the capital of the Volta Region of Ghana. A second campus is located in Hohoe. In the future, the University will explore and where feasible open campuses in different locations in the Volta region, all in a bid to facilitate access.





Professor John O. Gyapong
Vice Chancellor

Foreword

Taking Health and Allied Sciences to GREATER HEIGHTS

I am pleased to present the UHAS 10-year strategic plan at an important turning point in the history of the University as we transition from the foundation phase to the stage of development and growth. This plan shows us the way by establishing our institutional priorities for the next decade and enabling us to make wise resource-allocation choices in the years ahead. This blueprint outlines our actions as we strive to become a pre-eminent research and practically-oriented health education university dedicated to community service.

We aim at bringing health and allied sciences to new heights through innovative teaching and cutting edge community oriented-research. Our core values of excellence, integrity, innovation, service and care shall permeate all our dealings with internal and external stakeholders, and set us apart from other universities in Africa and the world at large.

Therefore, understanding and pursuing the objectives in this plan is the task of every UHAS faculty, staff member and students and the entire community. This plan is not extra work for UHAS. It is our work.

Our focus as a public university committed to health and related sciences places us in a unique stead to attract qualified students, competent and good teaching and administrative staff as well as renowned research collaborators in our journey of excellence.

This plan, is the result of a year-long process that engaged

all the key stakeholders of the university. The planning team involving Administrative Directors, Deans and Heads of Departments, held consultations with the university community and received valuable input and guidance from the University Council to create a document that serves as a roadmap for the future of this great institution.

The Strategic Plan is only one part of our planning and implementation process. We will monitor progress against our identified priorities, through an annual planning and budgeting process which will include identifying appropriate key performance indicators (KPIs), benchmarks, and targets. We will also review the Strategic Plan annually to ensure that it continues to meet academic needs and enables us to respond appropriately to the external environment. We will conduct a mid-term (five years after launch of the plan) external review of the strategic plan.

I offer my sincere compliments and deepest gratitude to the University Council, Deans and Directors, Heads of Departments, and the entire university community for their diligent work which produced this document. This team worked tirelessly to refine our vision, mission, and set the priorities that will carry us forward with great energy for the next ten years.

Premeable

**PROVIDING UNIVERSAL
HEALTH CARE COVERAGE
AND ENSURING THE GENERAL
WELLBEING OF PEOPLE.**

The challenges of the 21st Century include providing universal health care to growing populations, containing diseases and ensuring the general wellbeing of people. This requires investments in human capital, infrastructure and support services in a manner that responds to the fast changing national and global environment.

There are currently four publicly funded institutions of higher learning delivering training to health and allied sciences professionals in Ghana. The University of Ghana, College of Health Sciences which is the largest training institution for doctors, nurses, laboratory scientists and other allied health professionals. The others are Kwame Nkrumah University of Science and Technology School of Medical Sciences; the University for Development Studies, School of Medicine, and the University of Cape Coast, School of Medicine.

The above training institutions will continue to contribute positively to the development of the human resource needs of a fast emerging upper middle income country. However, these institutions together are unable to adequately meet the research and training needs of the country and be in a position to contribute to the global effort under the leadership of the United Nations and its Sustainable Development Goals (United Nations SGDs).

Consequently, the University of Health and Allied Sciences is borne out of the vision to train health and allied professionals through innovative research and teaching programmes that respond to the changing needs of health and human well-being. Therefore, the University has a strong commitment to service, the health and wellbeing of our communities. The location of the institution on the eastern corridor of the country is significant as it ensures effective coverage of the country and optimizes the presence of the numerous health facilities in the region.

Since its inception four years ago, UHAS has made efforts to build a robust foundation and provided clear direction for

the future development of the institution. Over the last four years, the focus has been directed at developing academic structures, construction of permanent academic and residential facilities and building an experienced manpower base that will take the University into the future. The last four years also witnessed a process of setting key structures for the management and administration of the new institution with a view to becoming more effective and efficient in the delivery of its programmes and other activities.

After the foundation years, the University Council accepted the challenge to embark on a strategic planning process as a way to provide clearer and more purposeful direction to the next phase of the development of the institution and to conduct the business of the University in an intentional and systematic manner. The purpose of this strategic plan (2017-2027) is two-fold:

- a) Consolidate the gains made from the foundation years and respond to the changing environment by incorporating new spheres of development into the future of the institution.
- b) Create clear pathways that define the strategic direction of the institution within the context of a very dynamic environment of global health challenges and the development aspirations of Ghana.

The current funding model of UHAS is overly dependent on the public purse. This is normal for a public funded institution. However, it poses significant risks to the University in achieving some of its strategic objectives in the next decade. The plan in the next decade is to diversify the funding model and make it less dependent on public sources without diminishing the relationship between the University and the Government of Ghana.

The health sector thrives on good research to provide vital knowledge for planning and management. The University is therefore prioritising research and delivering training at the back of cutting edge research as the basis of progress into the future. As health research becomes increasingly important to developing scholars and practitioners for the 21st century, UHAS will grow and position itself as a key player and take the lead in influencing the health agenda, both nationally and internationally. We will build partnerships that will elevate UHAS' efforts to national and international prominence; and increase support for advancing health research and practice.

Technology is transforming the way we live and work. The power of technology in influencing research and learning is growing at a fast rate. UHAS recognizes the potential of technology to advance not only teaching and learning, but also how we collaborate with the rest of the world. The next decade will demand systematic and continuous investment in technology platforms that enhance the full integration of the UHAS community with the rest of the world.

The University is confronted with challenges that inhibit its progress and militate against its development. These challenges include:

- Inadequate incubating facilities to support the University in setting up new schools and institutes.
- Inadequate housing for staff and students
- The multi-campus system is complex and expensive to manage due to low economies of scale and resource fragmentation.
- Weak financial base arising from low government capitalisation.
- Lack of facilities and social amenities at the location of the University making it difficult to attract and retain qualified and experienced staff.

These challenges undermine the ambition of the University to go beyond quick wins and short term gains and focus on the long term goals because the history of the next hundred years and beyond starts with the decisions and choices we make now.





Schools and Institutes

MULTI CAMPUS APPROACH

The University of Health and Allied Sciences comprises the following schools and institutes:

- The School of Basic and Biomedical Sciences (SBBS)
- The School of Public Health (SPH)
- The School of Nursing and Midwifery (SONAM)
- The School of Allied Health Sciences (SAHS)
- The School of Medicine (SOM)
- The School of Pharmacy (SOP)
- The School of Dentistry (SOD)
- The School of Sports and Exercise Medicine (SSEM)

The School of Dentistry and the Graduate School of Sports and Exercise Medicine will be opened in the next two years to complete the process of the set-up of the main academic components of the University. During this period, the School of Dentistry will be merged with the School of Medicine to form the School of Medicine and Dentistry. This is to optimise resources and ensure vertical integration of the two schools.

INSTITUTES

- The Institute of Health Research (IHR)
- The Institute of Traditional and Alternative Medicine (ITAM)
- The Institute of Medical Education (IME)

The 40 Year National Health Development Plan



“

“to contribute to socio-economic development and wealth creation by promoting health and vitality, ensuring access to quality health, population and nutrition services for all people living in Ghana and promoting the development of the local health industry”

”

The 40 Year National Health Development Plan forms part of the general futuristic development strategy of the Republic of Ghana. The long term plan on health derives its core strategy from the existing direction being pursued by government and includes projections for the next four decades. The document is yet to be finalised and published and therefore this section of the UHAS strategy is intended to draw inspiration from the policy framework at the Ministry of Health.

The Mission statement of the Ministry of Health is *“to contribute to socio-economic development and wealth creation by promoting health and vitality, ensuring access to quality health, population and nutrition services for all people living in Ghana and promoting the development of the local health industry”*

Four strategic objectives have been set by the Ministry:

1. Promoting an individual lifestyle and behavioural model for improving health and vitality by addressing risk factors and strengthening multi-sectoral advocacy and actions
2. Rapid scaling up within the existing capacity, high impact interventions and services targeting the poor, disadvantaged and vulnerable groups.
3. Investing in strengthening health system capacity to sustain high coverage and expand access to quality of health services.
4. Promoting governance, partnership and sustainable financing.

Through the Ministry of Health, the Government of Ghana has been implementing reforms towards decentralization and primary health care policies that promote the formation of District Health Management Teams (DHMT). Under these policies the DHMT plan and implement their own health programmes.

In addition, the health care delivery system in the country has a three-tier management system at the national, regional and district levels. The current state of affairs indicates significant shortfalls in all the indicators of human resource, infrastructure and management systems for the effective implementation of the reforms.

For instance, World Health Statistics in 2010 reported that the density of physicians and nurses per 10,000 populations is one of the lowest in the sub Saharan Africa Region. Whilst Ghana showed a density of 1 per 10,000 for physicians, other African countries such as Botswana, Nigeria, Morocco and South Africa showed a density of 4, 4. 6 and 8 per 10,000 populations respectively. The statistics for other health professionals are equally low suggesting a great opportunity to train more health science scholars and practitioners to enable the sector to meet the national needs.

The strategic priorities of UHAS respond adequately to the national needs and future global trends. It is envisaged that UHAS will attract support and be in a good stead to secure cooperative assistance both nationally and internationally in the implementation of its mandate.

UN SDG on Health and UHAS



**HELPING TO
ACHIEVE THE
VISION OF
GLOBAL
HEALTH
2035.**

UHAS takes inspiration from main global efforts at addressing health in the 21st century. In September 2015, world leaders from 193 countries came together at the United Nations to adopt a new 2030 Agenda for Sustainable Development.

This ambitious agenda outlines 17 Sustainable Development Goals (SDGs) to end poverty, promote well-being and protect the planet, including SDG 3 focused on health: "Ensure healthy lives and promote well-being for all at all ages." SDG 3 calls for dramatic and inspiring achievements, including ending the epidemics of AIDS, tuberculosis, and malaria and achieving universal health coverage, all of which will require significantly greater investments in global health.

The SDGs have the potential to catalyze further transformations in global health, helping to achieve the vision of Global Health 2035. The Commission on Investing in Health's (CIH) framework identifies priority investments to help achieve SDG 3, including greater investments in "convergence" interventions and key global functions, such as research and development.

UHAS is positioned to contribute at national, continental and international levels towards the achievement of the SDG on Health. Through focusing and prioritising health research and making new investments into developing human capital in health, UHAS will play significant roles in the attainment of these goals. The priorities defined in this strategic plan are well informed by the SDGs and national priorities;

To wit, ensuring healthy lives and promoting the well-being for all at all ages by focusing on:

- Child health
- Maternal health
- HIV/AIDS, malaria
- and other diseases

The ten-year plan aligns to the United Nations SDGs by taking up key elements of the goals to achieve universal health. UHAS will contribute to the third goal of the SDGs through developing the requisite manpower not only for Ghana, but for the entire global community. Additionally, UHAS will develop knowledge approaches to addressing the focus areas in the SDG.

Planning Process

Over the past years, UHAS Council, and a cross section of stakeholders have examined the opportunities available to UHAS and the challenges confronting its future growth and development. The senior management team interrogated the strengths of the University and threats it faces in the coming one decade.

A combined team of the council and the senior management team analyzed the political, economic, social, technological, environmental and legal environment within which the

University operates. Finally, the team analyzed progress made during the foundation years in building a world class institution that will be celebrated in the next hundred years and anticipated the work ahead.

At each stage of the analysis, we asked ourselves pertinent questions and stretched ourselves to look into the next decade. The following questions guided the analysis:



1 EXISTENCE OF THE INSTITUTION

What is the big picture for the existence of the institution?

2 POSITIONING UHAS AS A CENTRE OF EXCELLENCE

How do we position UHAS as a centre of excellence in training the next generation of world class health science scholars and practitioners?

3 HEALTH NEEDS OF GHANA

What are the health needs of Ghana in the next decade and beyond?

4 THE ROLE

What is our role in shaping both the science and practice of health and allied sciences?

5 UHAS IN A FAST CHANGING WORLD

What will UHAS look like in a fast changing world in 10 years?

6 AMBITIONS OF UHAS

What is the one big ambition that UHAS wants to pursue in the next decade?

7 STRATEGIC CHOICES

What are the strategic choices that define the futuristic ambition of the University?

8 CRITICAL BUILDING BLOCKS

What are the critical building blocks?



Our Vision, Mission, Values and Ethos



VISION

UHAS seeks to be a pre-eminent health research educational institution dedicated to community service.

We shall realise this vision by taking innovative approaches to research, teaching and engagement with society, informed by a culture of scholarship, academic and service excellence.



MISSION

UHAS will provide quality education, advance knowledge through scholarship and research that improves health and quality of life.



VALUES AND ETHOS

UHAS sets high standards of behaviour, promoting traditional values which underpin life-long learning and achievement. We believe that academic success flourishes within an ethos of clear expectations. We aim to foster the desire to learn and a love for learning which will continue into adult life. We will prepare our students as global citizens of a changing world, and equip them with the resources to interpret and deal with change.



Our values and ethos are enshrined in four beliefs that underlie our behaviour and how we conduct ourselves and our business as the pre-eminent health research and educational institution:

- Excellence
- Integrity
- Innovation
- Service and Care

The UHAS approach is traditional in many ways, offering proven quality education with a vision for the future. We are a school of opportunity, diversity and success,

enabling students to achieve high standards within a caring community. We aim for students to develop socially as well as academically, be confident about themselves, motivated by a strong sense of personal worth and show consideration for others.

OUR VALUES AND ETHOS CHARTER

Our behaviour and actions will be guided by our collective beliefs in:

Excellence

The mark of excellence will influence all we do and deliver and the outcomes of our actions will be of the highest possible standard

Innovation

In our fast changing world, we will adapt quickly and increase our pace of learning and application using the most creative approaches.

Integrity

We will be known as a community of practitioner scholars who abide by the highest code of ethics and exhibit integrity in all our actions and behaviours.

Service & Care

We commit to the highest standard of service and care with a strong passion for the holistic wellbeing of our communities.



Strategic Objectives



The University's success and reputation in the long term will be built upon the continuing quality of our research, and our graduates. Our goal is to enhance research and learning in ways that support knowledge acquisition and human wellbeing as well as individual achievement of the health professionals that pass through the University. In what follows, we set out a comprehensive view of this strategic plan in the form of ten sets of objectives:

- Firstly, we outlined the ten major *strategic objectives* that we set ourselves as an institution over the next decade.
- Secondly, we identified the five key *priorities areas* which we believe will enable us to respond with agility to the changing world and to be at the forefront of health research, educating the best practitioners and inculcating excellence through the outstanding quality of what we do.
- Thirdly, we defined how we will measure progress

towards these strategic objectives and set out how we will communicate and maintain that constancy of excellence which will draw such a rich concentration of intellectual resource to the University in the years ahead.

Our vision, mission, and the current context of health research and education globally will inform our long-term objectives as well as our priorities for the next decade. Achieving these ten strategic objectives will require us to embrace the spirit of innovation, excellence, integrity, service and care throughout the UHAS community.

These objectives are inspired by the fact that as a new university we need to take steps towards a future that guarantees long term growth and progress. The following are the strategic objectives of UHAS in the next decade:

Strategic Objective 1

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.



PRIORITIES:

- I. Establish a vibrant Health Research Institute.
- II. Encourage international collaborations.
- III. Secure (Mobilise) research resources.
- IV. Develop policies and guidelines to regulate the conduct of research
- V. Generate revenue from royalties, patents, licenses, and intellectual property.

TARGET:

Conduct 250 health related research studies and publish resulting papers in leading peer reviewed journals.

INDICATORS:

- I. UHAS Research Management System operational by Year 2
- II. 300 research proposals approved
- III. 200 scientific research studies undertaken
- IV. Secure and sign 10 different international collaboration agreements
- V. 70% of the value of research funding secured from external sources
- VI. 30% of the value of research generated from royalties, licences, and patents.
- VII. 60% of breakthrough findings presented at globally recognised conferences
- VIII. Increased UHAS representation in global health research agenda setting



“

***Pushing the frontiers
of new knowledge
and making the best
use of what we know!***

”

Strategic Objective 2

Academic Environment (teaching and learning)

To establish 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.



PRIORITIES:

- I. Provide facilities for teaching and learning such as laboratories, modern equipment, classrooms, and internet services.
- II. Attract and retain competent human resource.
- III. Pursue the highest international standards of teaching, learning and leadership development.
- IV. Establish an Academic Affairs Directorate that is student centred and provides quality assurance.
- V. Develop appropriate policies that will improve academic and students' records.
- VI. Expand professional development opportunities for all staff for professional growth and career advancement that benefit all our staff and students.

TARGET:

World Class campus setting and best faculty mix for all disciplines

INDICATORS:

- I. Improved level of facilities and campus ambience
- II. High rate of adoption of a student- centered learning perspective
- III. Possession of desirable teacher/learner characteristics and profiles
- IV. Large number of academic staff with relevant and appropriate teaching experience, qualifications and development
- V. High level of use of current research findings to inform teaching and curriculum / course content
- VI. Community engagement/partnership towards a unique teaching and learning experience
- VII. Funding model in support of teaching and learning
- VIII.



Strategic Objective 3 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 processes are agile and deliver value to the University.



PRIORITIES

- I. Finalise and implement interim statutes.
- II. Develop clear policies and procedures to streamline activities.
- III. Institutionalise best practice governance systems to foster greater effectiveness and efficiency.
- IV. Provide regular training and orientation on university processes and procedures.
- V. Implement active communication with all internal stakeholders.
- VI. Support effective and efficient internal audit service delivery.

TARGET:

Robust internal control systems to boost effective management control and enhance risk management and efficient operations.

INDICATORS:

- I. Monitoring of internal control systems adopted
- II. Annual assessment of KPIs to determine how we are faring.
- III. Periodic in-house seminars on our internal processes and procedures.

“

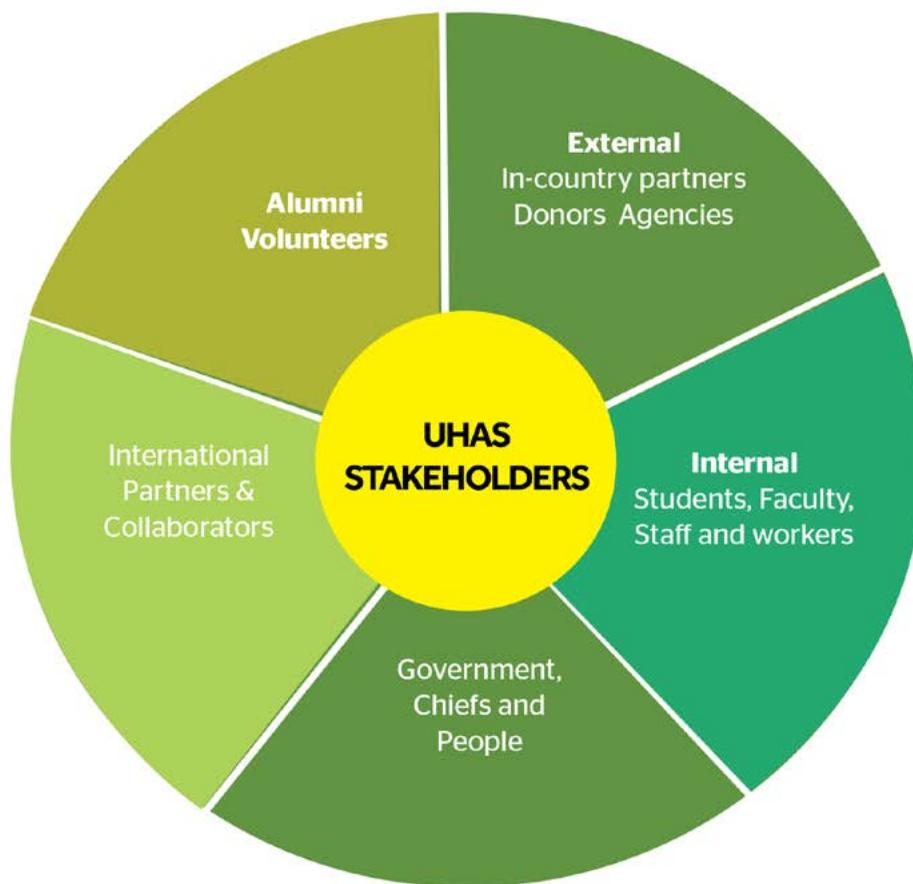
...an all-inclusive approach to the governance of the university to facilitate a sense of belonging by the entire community”

”



Strategic Objective 4 Stakeholder Management

Commit to building viable and lasting relationships with our stakeholders that creates a unified community with shared vision



PRIORITIES

- I. Develop a comprehensive stakeholder map and relevant strategy for engagement.
- II. Design and implement policies to obtain inputs from stakeholders on the governance of the University.
- III. Drive and pursue a culture and mind set of excellence and create a reward-based performance system to recognise, award and celebrate high achievers.
- IV. Promote interaction between students and faculty using new technologies to make the teaching and learning a pleasurable experience.
- V. Maintain active engagement with Government to garner more support for the University, especially for infrastructure development.
- VI. Develop an effective HR Policy to outline internal stakeholder management and the relationships between all the stakeholders.
- VII. Set up, resource and manage an alumni relations centre to ensure that the University stays connected with graduates.

TARGET:

Inclusive and active participation of all stakeholders in the development, promotion, funding, management and administration of the University.

INDICATORS:

- I. Comprehensive stakeholder map for UHAS in place in year one and to be updated annually.
- II. Interactions with stakeholders at all levels of social, business and professional engagements leading to increased solidarity and mutual support from stakeholders.
- III. Number of stakeholders involved in decision making at different stages of running UHAS.
- IV. Increasing ability of stakeholders to propose and undertake actions to promote growth of UHAS.
- V. Representation of UHAS in government and non-governmental agencies.
- VI. Emergence of people in UHAS willing to take on leadership roles at different levels.
- VII. Percentages of different stakeholder groups attending meetings.
- VIII. Dedicated office and website for Alumni management and relations.

Strategic Objective 5 Diversity, Cultural Brand and Identity

We believe 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.



PRIORITIES

- I. Developing a transcultural policy and promoting tolerance
- II. Diversity in staff and student recruitment to bring about internationalisation of our students and faculty.
- III. Pursue an equal opportunities policy that ensures gender and ethnic balance as well as other cultural and religious sensitivities.
- IV. Prioritize attention to students with special needs.
- V. A commitment to respect and provide equitable treatment of all members of our community



- I. Valuing and accommodating student and staff diversity
- II. Provision of adequate support services for all categories of people in our community
- III. Active recruitment of staff and admission of students that is deliberately broad and diverse
- IV. Provision of transition and academic support to new staff, faculty and students
- V. Multiple pathways for reward and recognition of staff that reflect our diversity

TARGET:

The most diversified and culturally mixed University in West Africa

INDICATORS:

- I. 1:1 Male - Female ratio
- II. 70% mix of ethnically diverse student, faculty and staff population. (Population reflects diversified Ghana national character)
- III. 40% of students from low income backgrounds and 60% from high income backgrounds?
- IV. 40% of University facilities are friendly physically-challenged
- V. 20:1 National -to-International student ratio
- VI. 30:1 National - to- International staff ratio

Strategic Objective 6 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.



PRIORITIES

- I. Improve procurement systems and integrate high standards of Value for Money principles in all procurement.
- II. Strengthen budget processes and ensure an efficient treasury management
- III. Effective Risk Management Policies and Processes.
- IV. Launch a multi-prong approach to fundraise for the

University.

- V. Timely publication of financial reports.
- VI. Be adherent to financial laws and regulations.
- VII. Set up an Endowment Fund.

TARGET:

Maintain reserves beyond recurrent expenditure and embark on self-financing growth and expansion.

INDICATORS:

- I. UHAS Endowment Fund operationalized
- II. 70% of University budget financed through fees and charges
- III. Zero tolerance for budget overrun
- IV. At least 90% of audit recommendations implemented.
- V. University Accounts regularly prepared, audited and published on time.



Source: memeburn.com/wp-content/uploads/Venture-Capital.jpg

Strategic Objective 7 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.



PRIORITIES

- I. Increase professionalism at the Works and Physical Development Directorate of UHAS.
- II. Rely on objective and transparent processes for awarding contract and selecting contractors?
- III. Follow the masterplan for the next phase of the campus development for Academic Buildings, Staff and Student Housing and the Teaching Hospital.
- IV. Develop an assets register that is updated every six months and report published.
- V. Establish and implement a rigorous maintenance plan of all our infrastructure.
- VI. Establish Policy on Equipment Replacement and Disposal.

TARGET:

Acquire and install top range facilities - laboratories and equipment that allows all types of top-notch investigations and research.

INDICATORS:

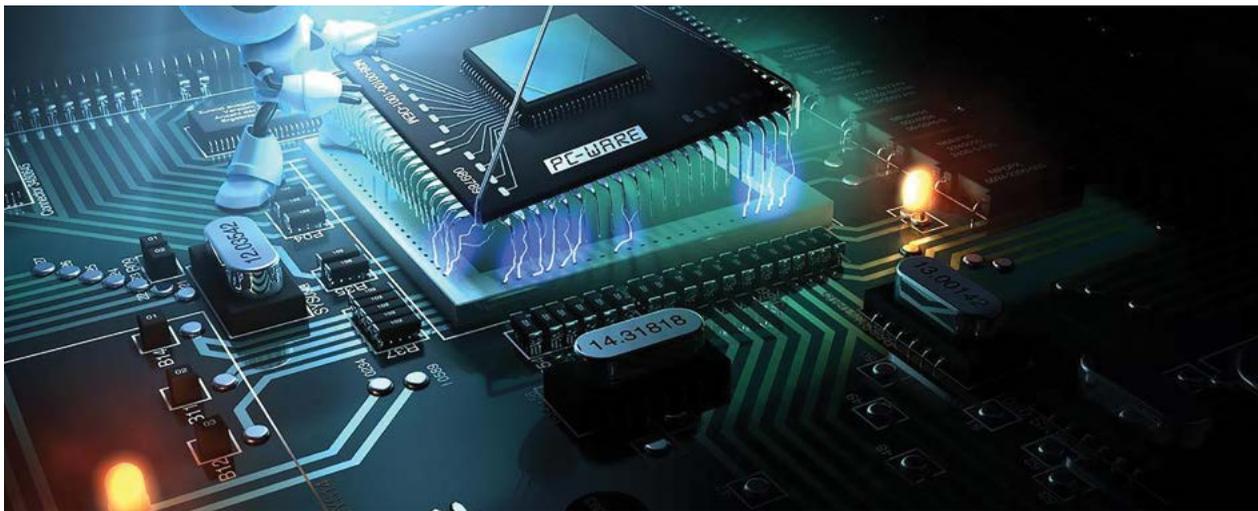
- I. 100% completion of Hohoe campus, science laboratory complex, auditorium by Year 4
- II. 100% value for money and economy warranty periods of all new equipment purchased
- III. Implement 100% maintenance, depreciation and replacement policy of all capital assets
- IV. 100% completion of fully furnished, equipped and functional permanent site laboratories for teaching and research within five years
- V. 100% inclusion of all University overhead and service costs budgeted as percentage into all research grants



Strategic Objective 8

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.



PRIORITIES

- I. Upgrade ICT infrastructure and bring it to a level comparable to any world class university and provide a technology that is user friendly and cost effective.
- II. Promote ICT-based teaching and learning and develop e-learning platforms to expand the reach of the UHAS locally and globally.
- III. Acquire and deploy Integrated Tertiary Software (ITS) to manage UHAS business and provide a dashboard for management decisions and also help the University to track all of its activities.
- IV. Invest in alternative energy supply such as solar and biogas to contribute to the energy mix of the University.
- V. To implement a risk management plan.
- VI. Develop and implement ICT Policies on security, equipment replacement and resources utilization.

TARGET:

Install the most advanced ICT infrastructure and technology platform to foster interactive collaborative learning and teaching, and deliver timely and reliable information to all stakeholders.

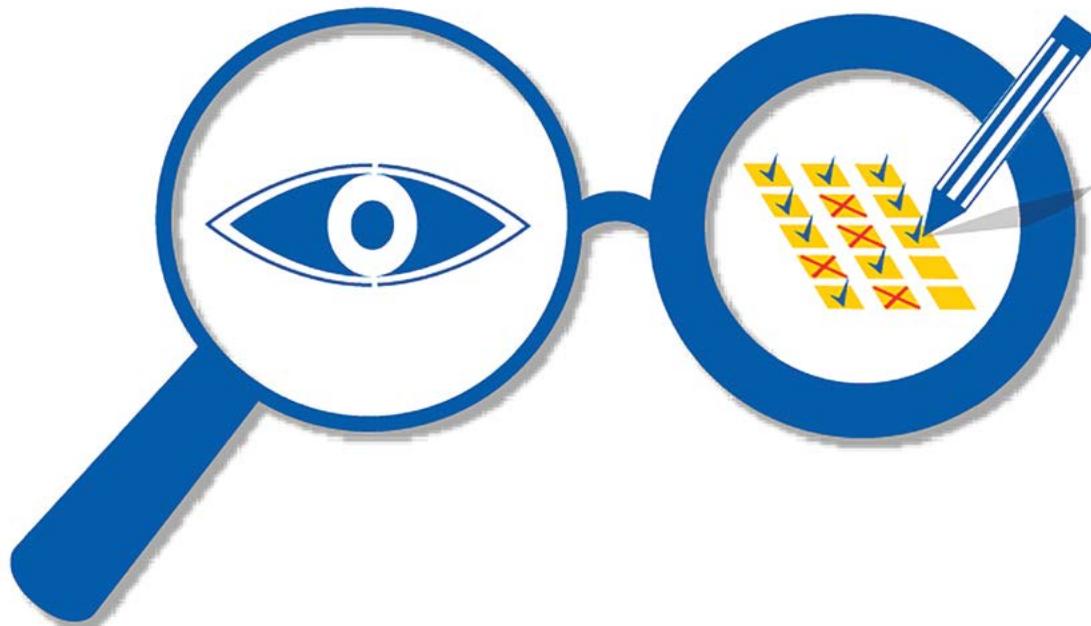
INDICATORS:

- I. Integrated management systems installed within two years comprising finance, procurement, human resources and academic records
- II. UHAS electronic dashboards and portals launched in Year 3 allowing management, staff and students interact and retrieve information
- III. E-learning platform for teaching and collaboration between lecturers and students launched
- IV. Renewable energy sources from solar and biogas installed and contributing more than 45% of the energy needs of the University.



Strategic Objective 9 Monitoring and Results Management (MRM)

Building an institution that focuses on health research and education requires an intentional approach to reinventing systems that respond rapidly to the changing environment. High performance and achievement of objectives is an imperative for a University.



A strategic performance management system is essential to enhance a wide range of organizational competencies, including:

- Quality of teaching and learning to maintain and augment public recognition;
- Organizational agility in creating and responding to environmental forces;
- Organizational focus on critical performance metrics; and
- Timely and accurate management of information to improve and predict performance.

PRIORITIES

- I. Set up a responsive Monitoring and Results Measurement System (MRMS).
- II. Develop and publicise Key Performance Indicators (KPIs).
- III. Create awareness of the targets and operationalize the strategic plan at the Unit level to ensure buy-in.
- IV. Strengthen the Academic Quality Assurance monitoring systems and develop guidelines for internal quality assurance.

TARGET:

Institutionalise performance monitoring and measurement as an integral part of UHAS growth and development strategy, whereby improvements and changes are based on data from the MRMS.

INDICATORS:

- I. Quality Assurance Unit and MRM system within the University fully functional
- II. 75% complete and relevant documented policy on structures and governance for performance management
- III. All office holders achieve 80% of annual performance targets approved by management
- IV. 60% of staff obtain minimum of 3 in annual performance rating in a 5-point scale
- V. 80% adherence to the performance management system's process.

Strategic Objective 10 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.



WHAT WE WILL USE COMMUNICATION TO ACHIEVE

- Secure positive image of UHAS globally
- Inspire stakeholders and general public through compelling stories
- Listen, converse and crowdsourcing (two-way communication).
- Advocate, to drive change in health research, training and innovation
- Develop content for print, digital, mobile and broadcast media about the University
- Use communication to fuel community engagement.

PRIORITIES

- I. Design a unique communication model with clear guidelines and policy framework.
- II. Establish a communication bureau to spearhead bringing UHAS to the world.
- III. Attract and retain a highly qualified communications practitioners.

TARGET:

Achieve a positive brand and image as a leading internationally recognised health research and educational institution of excellence, integrity, innovation and service.

INDICATORS:

- I. Volume of traffic on the media platforms
- II. Number of Corporate media releases
- III. Level of visibility and public perception of UHAS (through a survey)
- IV. Quality of feedback loop and frequency of data generated
- V. Level of clarity of UHAS messages with key audiences
- VI. Level of brand recognition locally and internationally
- VII. Level of uniformity in the community messages
- VIII. Level of multilingual communication platforms
- IX. Level of online presence and availability of knowledge management systems



Environmentally Friendly

The holy grail of the modern world is sustainability. It is the current frontier of our societies and enables us to meet our current needs and still allow future generations to meet theirs. UHAS will be at the forefront of sustainable university campuses in the entire continent of Africa and lead the modelling of eco-friendly campuses.





ENERGY -

The energy mix for all facilities and infrastructure will include biogas, solar and wind sources. In the next ten years the university will invest in renewable energy to gradually reduce dependence on the national grid to less than 30% of its requirements.

WATER -

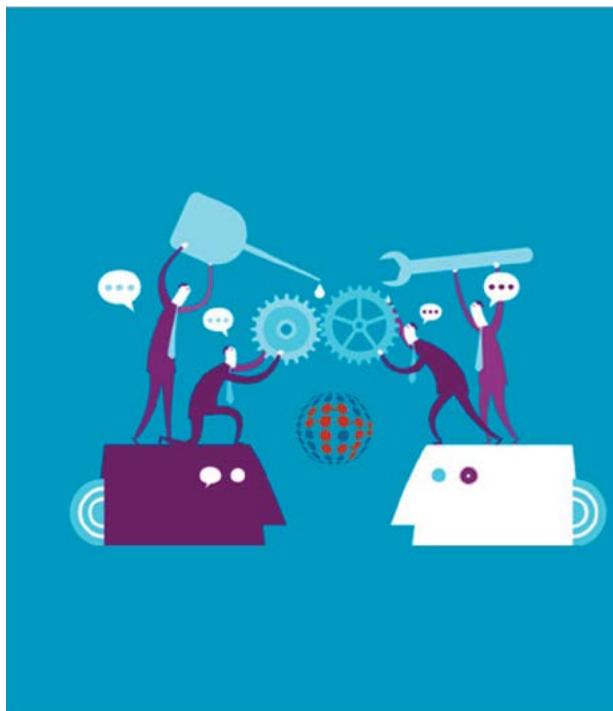
Water use will be driven by a policy of supply and reuse to the third and fourth levels. In that regard, we will establish the mechanism based on best practice technology to direct all used water to secondary use. Additionally, we will harvest rain water into special reservoirs that will serve as source of water for the maintenance of the campus greenery. As part of the long term sustainable solutions to preserving natural water resources, we will implement guidelines and policies to protect streams and underground water systems within the university campuses and maintain flora and fauna that prevents perennial drying up of these water sources.



GREEN CAMPUS -

A comprehensive plan will be pursued as part of this strategy to make UHAS the most forested and green campus on the continent. We will build collaborative arrangements with students and faculty that allows the entire university to participate in the green UHAS project. Trees and special species of plants will be planted throughout the campuses of the university. Lawns and gardens will be developed with special emphasis on environmental sustainability, balance of nature and human activities and beautification.





COLLABORATION -

In addition to the focus on these solutions, we will build consensus among all stakeholders on integration and collaboration. Integration in the sense that both natural capital and ecosystems on the one hand and social capital and development on the other will play a balanced role in a sustainable future of UHAS.

It is clearly recognized that research and higher education have a key role to play in finding the path towards a sustainable future, but they cannot do this alone. Therefore we will seek partnerships between academic and private sector organizations in the development of parks and gardens. UHAS will play a significant role in forging the path to sustainable future universities in Africa. By its nature, UHAS is focused on research, teaching and service and training of future leaders in health and allied sciences. Because our mission and activities are not directly tied to financial or political gain, we have the capacity to test systems and technologies, and to advance innovative solutions to environmental challenges in ways that companies and municipalities cannot.



LEADERSHIP -

As we demonstrate to the public, faculty, and students that we are responsible and willing to take the lead in creating the most sustainable university campus, we will do so in a way that benefits from the credibility of the University. In other words, we will manifest sustainability not only in theory, but in practice in everyday life of the university.



Annex A: SWOT Analysis

STRENGTHS

- Existence of an elaborate blue print that drives the future development of the University.
- Adequate land has been secured by government for expansion in multiple locations in the Volta Region.
- Multi-campus structure in locations across the Volta Region offers unique opportunities to engage directly with communities.
- Relationships with Government and the Chinese Government.
- Relationship with health system teams.
- Relationship with the chiefs and people of the Volta Region.

WEAKNESSES

- Inadequate academic and administrative infrastructure requiring major investments in new facilities with significant time and financial implications.
- Expensive and complex management of a multi-campus system
- Little financial reserves to undertake major projects.
- Absence of good services such as elementary schools and recreational facilities in the area that could attract and retain high quality talent.
- Lack of track record and recognition to boost fund raising efforts and enhance admission of national and international students.
- Potentially long learning curve in building credibility and reputation

OPPORTUNITIES

- A pool of young talent both as faculty and non-academic staff that will be developed with a mindset of excellence and service.
- Presence of well-established and functioning Health Facilities in the Volta Region that allow for practical oriented training of health professionals.
- Presence of well-equipped and adequately staffed Regional Hospital within close proximity to enhance teaching and learning for both faculty and students
- Young University with a huge potential to develop its own set of institutions, unique traditions and culture without the challenges of entrenched traditions and habits that inhibit progress.
- There are possibilities for the University to collaborate and exploit positive synergies with other institutions

THREATS

- Inability to attract well qualified faculty and non-academic personnel due to inadequate academic, non-academic and residential facilities
- High and unsustainable overhead costs resulting from the multi campus approach
- Potential land disputes arising from unexpected agitation over land which has been acquired by government
- Over reliance on Health and Allied Sciences leading to inability to respond quickly to national and global changes in health and research
- Potential Faculty, staff and student's dissatisfaction and grievances could lead to protracted agitation that could weaken the ability to harness the full contribution of the entire community.

Annex B: PESTLE Analysis

The University recognizes that there are external factors that will have significant impact on its ability to achieve its strategic goals in the event that they occur. The likelihood of these factors occurring cannot be determined, and therefore we took the following approach to identify the likelihood of occurrence and the potential impact it may have on the strategic positioning of the University.

Description	Likelihood of occurring	Potential Impact
Political		
Change in government policies and priorities	Government priorities may change due to political consideration and support and funding for the University may be impacted.	<i>Low</i> <i>High</i>
Public Private Partnership	Politically led partnerships between the public and private sector.	<i>Medium</i> <i>Low</i>
Changes in chieftaincy	Changes in the occupancy of the stools in the traditional areas where the University is located could translate into changes in behaviour towards the University	<i>Low</i> <i>High</i>
Change in Government	The country will hold at least two elections during the time frame covered by this strategic plan. Any change in government will impact the University depending on what government considers its base constituency and how it wants to service these constituencies	<i>Medium</i> <i>Low</i>
The Behavior of some Senior Public Officials	The unilateral behavior of senior public officials through arbitrary directives and pronouncements may undermine ongoing plans of the University.	<i>High</i> <i>High</i>
Economical		
Macro-economic instability	Changes in inflation, foreign exchange rates and economic growth will have impact on planning, ability of local students to pay fees and attractiveness to foreign students	<i>High</i> <i>High</i>

	Description	Likelihood of occurring	Potential Impact
Changes in income levels - Poverty and Income Distribution	The unpredictability of incomes and especially poverty and income distribution will impact generally on health needs of communities and also affect the ability of potential students and existing ones in meeting their financial obligations.	<i>High</i>	<i>High</i>
Social			
Social Media	Social media is fast changing the way people communicate and develop interpersonal networks. Both the positive and negative development will influence how we engage with stakeholders.	<i>High</i>	<i>Low</i>
Changing demographics which might result in training emphasis	The changing patterns in longevity and age groups will define where to prioritize knowledge and practices related to health.	<i>Medium</i>	<i>Low</i>
Changing lifestyles	Lifestyles are changing as general incomes and technology are driving the way we live and work. The implications for these changes will affect health and wellbeing of people and communities.	<i>Medium</i>	<i>Low</i>
Access to social amenities.		<i>Medium</i>	<i>Low</i>
Technological			
Internet and its potential on teaching and learning	The internet offers great opportunities for teaching, learning and engagement with our stakeholders. Changes in the development of the internet will have financial, social and physical implications for our community	<i>Medium</i>	<i>Low</i>
Simulation	It is now possible to conduct simulations through technology. The ability to depend on these modern tools of training will impact on skills development. The rate of change will drive resource allocation, human resource mobilization and orientation	<i>High</i>	<i>Medium</i>
Students assessing the internet beyond social media for research, e-learning	Students may engage in abusive application of the internet and create ethical issues for the University. This may require additional resources to set risk mitigation systems on ICT infrastructure.	<i>High</i>	<i>Medium</i>
Legal			
Regulatory bodies	Regulatory bodies may introduce new requirements or may modify existing ones that may force the institution to make changes to current operations.	<i>Low</i>	<i>High</i>

Annex C: Implementation Plan

SHORT TERM

- Set targets /timelines for each of the priorities areas.
- Develop a Results and Resources Framework for the plan period
- Define key performance indicators (KPIs) for each priority area's KPIs.
- Schools and Departments to prepare Annual Work Plans/Business Plans including budgets (for year 1)
- Establish performance agreements with Heads of Schools and Departments.

MEDIUM TERM — ONE TO THREE YEARS

- Annual work and business plans
- Annual individual operational plan for senior members of the UHAS team
- KPI Reviews and performance evaluation
- Corporate strategy review
- Benchmarking and target setting
- Long term - Three to ten years

MIDTERM REVIEW AND ASSESSMENT IN YEAR 5

Adoption of recommendations of the midterm review

Annual individual operational plan for senior members of the UHAS team

Annual work and business plans

KPI reviews and performance evaluation

Corporate strategy review

Benchmarking and target setting

HOW WE WILL MEASURE PROGRESS

The steps towards implementation of the strategic plan will include the following:

- Annual Reports from Deans/Directors/HoDs
- Annual Report to Council
- Faculty Reports
- Self-Regulation

Five years through its implementation, there would be an External Review to give feedback on the progress of the implementation and make recommendations that will define new pathways that will take into account changes in the environment that were not envisaged at the start of the current plan.

POSTAL ADDRESS:

University of Health and Allied Sciences
P.M.B 31, Ho, Ghana
Telephone - 036219042 / 0362190943
E-mail - info@uhas.edu.gh

OVERSEAS ADDRESS:

The Overseas Representative
Universities of Ghana Office
321 City Road, London, EC1V 1LJ,
England

Tel: +44 (0) 207-2787-413
Fax: +44 (0) 207-7135-776
E-mail: ugoouk@aol.com