CAPE COAST
TECHNICAL UNIVERSITY

Strategic Plan

(2021 - 2025)

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Preface

As the Vice-Chancellor of Cape Coast Technical University, I am pleased to present to you my institution's Strategic Plan (2021-2025). The need for such a critical document has come about because of the University's drive to position itself as a centre of excellence in education and research with emphasis on Renewable Energy Technology.

Earlier, Cape Coast Technical University, formerly Cape Coast Polytechnic, had implemented a Strategic Plan (2007-2011). A committee was set up in 2016 to prepare a Strategic Plan bearing in mind the impending conversion of the institution into a Technical University. The committee completed its work at the end of 2016. Following the eventual conversion of the institution into a Technical University in conformity with the Technical Universities Act, 2016, (Act 922 as amended), the Management of Cape Coast Technical University upon the directive of the Governing Council, requested for a review of the Draft Strategic Plan. In order for the seven-member Committee constituted by Management to provide the needed reviewed document, a series of meetings were held and consultations made with relevant individuals and documents, which resulted in the preparation of the revised Strategic Plan (2021-2025).

I extend my sincere gratitude to the Governing Council for initiating the review process. Also, I am grateful to the University Management and members of previous and present committees, which undertook the development of the plan so that it becomes a reality.

It is my desire that educational institutions, research and corporate bodies both local and international, will provide support as we implement the strategic plan to enable us achieve the University's goal.

Rt. Rev. Prof. Ing. Joshua Danso Owusu-Sekyere
Vice-Chancellor

Executive Summary

There is an increasing demand for higher education institutions to participate actively in solving practical national development problems. This primarily involves offering industry-relevant academic programmes and innovative research in line with national and global needs. In this regard, it is important to align the curricular and research of universities, especially technical universities with priority areas of Ghana's development, including the Sustainable Development Goals (SDGs) and industrialization initiatives by the government of Ghana.

Moreover, in the wake of global problems such as climate change, pollution and the overexploitation of natural resources, it has become urgent for the University to address sustainability, energy efficiency and environmental issues. To this extent, the relevance of universities, and consequently their success, will ultimately be determined by the degree to which they meet these challenges. It is against this background that Cape Coast Technical University enters into its strategic planning process.

The Strategic Plan provides direction for the leadership and management of the University to chart a path towards realizing its stated goals and objectives in the next five (5) years (2021-2025). It also prepares the ground for creating a symbiotic relationship between industry and the Technical University for the development of relevant STEM and TVET programmes for national development. To operationalize the plan, the various Schools, Directorates, Departments, Sections and Units will initiate their action plans synchronously with the broader strategic plan

The Strategic Plan is constructed around nine (9) strategic goals (termed as Thrusts). These are outlined below:

Thrust 1 - Education: Teaching, Learning and Student Experience
> Make teaching and learning a desirable and fascinating experience for both faculty and students, and equip students with skills and intellectual discipline that enable them to make positive contribution to society.

Thrust 2 - Research, Innovation and Consultancy Service
> Strengthen applied research, innovation and consultancy activities as a means of contributing to national development.

Thrust 3 - Human Resource Development
> Attract, recruit, and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service, and related works

Thrust 4 - Institutional and Stakeholder Collaboration
> Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to make academic programmes more relevant and responsive to local, national and international development.

Thrust 5 - Niche Area Development
> Pivot the University's programmes and research activities around the niche area (Renewable Energy Technology).

Thrust 6 - Infrastructure
> Expand physical infrastructure and ICT to enhance institutional capacity for teaching, learning, research and management activities.

Thrust 7 - Income Generation
> Improve on Internally Generated Funds (IGF) and other revenue generating strategies.

Thrust 8 - Governance and Institutional Culture
> Strengthen and improve the governance, management systems and institutional culture of the Technical University.

Thrust 9 - Community Service
> Actively engage the local community to find practical and innovative solutions to the challenges they face in order to improve their quality of life and well-being.

1.0 HISTORY OF CAPE COAST TECHNICAL UNIVERSITY

1.1 Introduction

Cape Coast Technical University, which was formerly Cape Coast Polytechnic, became operational as a second-cycle institution under the Ghana Education Service (GES) in 1984 to offer non-tertiary programmes in business and engineering disciplines. Subsequently, the enactment of the PNDC Law 321 in 1992 changed the Polytechnic into a tertiary institution with a number of Higher National Diploma (HND) programmes in the fields of business, engineering, applied sciences and arts with the objective of providing as a matter of priority middle-level manpower needs to the Ghanaian economy. Two historical changes were effected in relation to the Polytechnics' Act of 2007 (Act 745) and Technical Universities A c t of 2016 (Act 922) respectively. This brought about new developments in terms of staff capacity, physical infrastructure, academic programmes, institutional status and public image.

In a bid to position itself as a distinct technical university in Ghana, Cape Coast Technical University has set for itself the task of preparing and implementing a five-year strategic plan. The idea is to spell out appropriate policies and programmes that will enable the institution to realize its vision.

1.2 The Planning Process

Cape Coast Technical University (CCTU), formerly Cape Coast Polytechnic, had implemented a Strategic Plan (2007-2011). A committee was setup in 2016 to prepare a strategic plan bearing in mind the impending conversion of the institution into a Technical University. The committee completed its work at the end of 2016. Following the eventual conversion of the institution into a Technical University, in conformity with the Technical Universities Act, 2016, (Act 922 as amended), Cape Coast Technical University Management upon the Governing Council's directive requested for a review of the draft strategic plan to comply with the provisions and mandate of the Act 922.

In order for the Committee to provide a document that will show how this institution will undertake its statutory mandate as a Technical University, a series of meetings were held and consultations made which resulted in the preparation of a revised Strategic Plan (2021-2025). In addition, the Committee solicited inputs from various stakeholders, considered several best practices, strategic institutional rebranding and a competitive image in the strategic planning process. These included engagements with the Vice-Chancellor, Pro Vice-Chancellor, Registrar, Librarian, Director of Finance, Director of Internal Audit, Deans of School/School, Directorates and Heads of Department, Section and Unit. A series of analysis were done and these included SWOT-Analysis, Gap Analysis, and Benchmarking. This strategic plan has taken cognisance of the achievements and challenges of the previous plans, programmes, existing institutional structures and practices for which it has addressed them accordingly.

2.0 STATEMENT OF VISION, MISSION, CORE VALUES AND SWOT ANALYSIS

2.1 Vision Statement

Our vision is to be a leading technologically innovative and entrepreneurial Technical University with a reputation in green and clean energy technologies.

2.2 Mission Statement

Our mission is to provide quality technical, vocational and entrepreneurial education that inspires learners to be creative and driven towards technology-based and sustainable solutions for communities and industries within the country and the sub-region.

2.3 Core Values

In pursuing its vision and mission, Cape Coast Technical University will be guided by these core values:

- Innovation
- Creativity
- Professionalism
- Integrity
- Discipline
- Respect for all
- Team spirit
- Service to community

2.4 Core Functions

The following core functions will guide the institution in realizing its vision and mission:

- Teaching, Research and Innovation
- Entrepreneurial Skills Development
- Consultancy Services
- Community Engagement

2.5 Environmental Scanning

Cape Coast Technical University is positioning itself as a leading University based on a deep integration of technical skills, innovation and entrepreneurship, to realize practical solutions for national development. As a technical university, CCTU's core mandate is to provide higher education in applied sciences, engineering and technology-based disciplines. However, in Ghana, the proportion of students who are willing to pursue technical and vocational programmes is generally small, thus making it difficult for technical universities to achieve enrolment targets that will generate adequate revenues to make them competitive. The main reason for the poor enrolment is negative perception about technical and vocational education created by a lack of government support for Technical and Vocational Education and Training (TVET).

2.5.1 External Scanning – Global and National Developments

The recent shift in focus towards Technical and Vocational Education (TVET) by the government of Ghana and its development partners, has created opportunities for the university to receive external support to enhance its competitiveness. In view of the current skills gaps in the areas of engineering and applied science, government support for TVET education is predicted to continue to increase, and technical universities will be required to absorb more graduates who will be coming from the rapidly expanding second-cycle technical institutions, particularly as a result of the Free SHS Policy.

Digital technologies, especially internet and social media, have transformed the educational process around the world and, in the next five years, will be a significant factor that will determine the success of educational institutions. Current trends indicate that many public and private universities are actively employing digital tools and online platforms to enhance the quality and reach of their training programmes. Students pursuing university education in the future will have had significant experiences with regard to technology, and will ultimately choose institutions based on the level of technological platforms available for use. The task for CCTU is to identify and implement the important technologies that will aid learning, research and innovation, while still following the institution's core mandate, vision and mission. Creating personalized learning platforms based on students' goals and priorities can significantly attract the new generation of students into the University.

It is important to keep in mind that the most important motivation for seeking tertiary education is employability. Unfortunately, Cape Coast offers little in terms of well-establish industry and commerce. Employment opportunities available locally to graduates are very limited. This significantly reduces the attractiveness of the University to potential students. The vast majority of CCTU graduates leave the Central Region to start their careers. Most of them end up pursuing further studies around their immediate localities. The current employment landscape is therefore a major hindrance to enrolment expansion. Furthermore, University is located in what can be considered the hub of education in Ghana. Its proximity to many universities, notably, the University of Cape Coast, Takoradi Technical University, University of Education and other private tertiary institutions poses a major challenge to its development as the institutions compete for both staff and students within the locality. At the same time, the University's proximity to top-notch second cycle institutions can guarantee it from a constant supply of academically good students if appropriate investments are made to enhance the relevance and attractiveness of technical programmes on offer.

The number of full-time workers taking advantage of a variety of non-traditional educational opportunities such as distance learning and "sandwich" programmes has been steadily increasing over the last few years. Appealing to this special market could prove to be a beneficial endeavor for CCTU. The University has already begun to introduce evening and weekend programmes to meet the needs of this increasingly important niche market. These programmes can allow the University to extend its programmes to non-resident full-time workers.

Finally, globalization also offers the university the opportunity for collaboration with other institutions – both locally and abroad. This can significantly enhance the university's capacity and competitiveness. Currently, the university has collaboration agreements with several universities abroad. These foreign universities bring a lot of expertise and experience which when properly harnessed, would lead to increased competitiveness. Additional opportunities can be created when if the University partners with industries or other educational institutions to create customized programmes for a specific niche markets.

2.5.2 Internal Developments in the University

Admission records (Table 3 Appendix A) show that overall enrolment has decreased significantly over the past ten years (that is, between 2010 and 2019). The programmes that have experienced the greatest decline in enrolment are Accountancy Studies, Marketing, Tourism and Statistics. Programmes that have seen moderate growth or mixed enrolment figures include Purchasing and Supply; Hotel, Catering and Institutional Management; and Fashion Design and Textile Studies. Internal data confirm that the pool of students enrolled in CCTU are from the Central Region and the immediate areas. Since there is a large number of elite second-cycle institutions in the Central Region, the introduction of four-year Bachelor degree programmes is expected to significantly increase enrolment over the next few years.

Currently, there is a strong indication of enrolment growth in the 2020/2021 academic year. Recent enrolments, while showing slight improvements over their lowest levels recorded in the 2018/2019 academic year, are still cause for concern when measured against our competitor institutions. Even though the University has made significant progress in the past year, including the introduction of at least nine new Bachelor of Technology programmes and as many Diploma programmes, the challenges facing the University are significant. Current enrolment statistics indicate that out-of-country international students are practically nonexistent. However, overall, the demand for Ghanaian Tertiary degrees among West African students is high. Many competitor

institutions are adopting aggressive marketing strategies and conducting extensive outreach campaigns to attract potential students. To address the issues of declining enrollments, CCTU needs to embark on a more aggressive admission drive in a manner that rivals or beats competitors' approaches. In addition, programme offerings need to be increased and enhanced to respond to current needs and market trends and projections for future career and job growth opportunities.

One of the main challenges CCTU faces in attracting students – especially those from outside the city – is the lack of adequate accommodation facilities on and around campus. In addition, there is the need to provide more physical infrastructure and up-to-date educational facilities to cater for the needs of potential students. Another major factor that negatively affects the University's competitiveness is the low staff strength. As shown in Table 1 and 2 (Appendix A), the University has particularly low proportion of high-calibre academic staff in terms of rank (professors) and academic qualifications (i.e., terminal degrees). This problem affects University's standing and also limits its ability to introduce postgraduate programmes and conduct research.

2.6 SWOT Analysis

Cape Coat Technical University, based on careful situational analysis (internal and external analysis), has summarized the assessment as follows:

2.6.1 Strengths

The major strengths for the institution's growth and development are the following:
- Physical facilities:
    - Fairly equipped lecture rooms
    - Spacious Library complex
    - Modern engineering equipment, laboratories, and workshops
    - Fairly equipped computer laboratory
- Serene and attractive learning environment
- Committed employees
- Demand-driven academic programmes in the areas of Engineering
- Applied Sciences, Applied Arts, Technical and Vocational programmes
- Availability of land for expansion of physical facilities
- Location in the education hub of the country and close proximity to top-class second cycle institutions

2.6.2 Weaknesses (Desired Strengths)

The areas identified below are regarded as factors in need of strengthening if the institution is to achieve its vision.
- Limited number of teaching staff with terminal degrees
- Lack of senior academics
- Limited number of academic programmes
- Relatively low students' enrolment
- Inadequate academic facilities (including library and ICT resources)
- Inadequate offices for staff
- Inadequate student and staff accommodation

2.6.3 Opportunities

The factors listed below present avenues, which if properly harnessed can contribute to achieving the vision of the institution.

- Proximity to many top-class senior high schools, technical and vocational institutions
- Availability of external funding from donor agencies, industry and commerce
- Government of Ghana's emphasis on technical and vocational education
- Proximity to the University of Cape Coast and University of Education, Winneba
- Globalization (Collaboration with Institutions in and outside Ghana)
- Growing demand for consultancy services and capacity building programmes
- Community support.

2.6.4 Threats

These factors are likely to have adverse effects on the drive towards the attainment of the vision and, therefore, require efforts to limit or eliminate their effects.

- High cost of living in Cape Coast
- Competition from other tertiary institutions
- Limited industrial base in Cape Coast and its environs
- Government's dwindling funding
- Limited opportunities for students' industrial attachment and internship

2.7 Core Academic Programmes

The existing and proposed academic programmes of the University are presented in Appendix A.

3.0 OPERATIONAL AREAS AND STRATEGIES FOR IMPLEMENTATION

3.1 Introduction

The operational areas are key focus areas that require attention to enable Cape Coast Technical University fulfill its mandate, taking into account its strengths, weaknesses, opportunities and threats.

3.2 Thrusts and Key Strategies

Thrust 1 - Education: Teaching, Learning and Student Experience

Make teaching and learning a desirable and fascinating experience for both faculty and students, and equip students with skills and intellectual discipline that enable them to make positive contribution to society.

Thrust 2 - Research, Innovation and Consultancy Service

Strengthen applied research, innovation and consultancy activities as a means of contributing to national development.

Thrust 3 - Human Resource Development

Attract, recruit, and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service, and related works

Thrust 4 - Institutional and Stakeholder Collaboration

Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to make academic programmes more relevant and responsive to local, national and international development.

Thrust 5 - Niche Area Development

Pivot the University's programmes and research activities around the niche area (Renewable Energy Technology).

Thrust 6 - Infrastructure

Expand physical infrastructure and ICT to enhance institutional capacity for teaching, learning, research and management activities.

Thrust 7 - Income Generation

Improve on Internally Generated Funds (IGF) and other revenue generating strategies.

Thrust 8 - Governance and Institutional Culture

Strengthen and improve the governance, management systems and institutional culture of the Technical University.

Thrust 9 - Community Service

Actively engage the local community to find practical and innovative solutions to the challenges they face in order to improve their quality of life and well-being.

Sections 3.2.1 – 3.2.9 present brief descriptions and objectives for each of the focus areas of the Strategic Plan. The detailed implementation matrix for the Key Activities is found in Appendix C.

3.2.1 Education: Teaching, Learning and Student Experience

The world of work has become increasingly fluid, digital and competitive, requiring a blend of fluency in technology-driven skills and experiences, with a command of analytical and critical thinking skills. At the same time, industry is looking for professionals who have strong character and people-skills such as honesty, integrity, responsibility, dependability, and team spirit. These demands are further heightened by the national quest to industrialise the economy and become self-reliant. This calls for a shift in the approach to curricula and method of education from the traditional theory-based, teacher-centred approach to those that emphasize the acquisition of skills, including entrepreneurial skills. In view of these realities, we believe that education at the CCTU must be research-informed, and technology-driven with an international orientation using the most innovative teaching methods, 'living' curricula and assessment of student outcomes.

Strategic Thrust

Make teaching and learning a desirable and fascinating experience for both faculty and students, and equip students with skills and intellectual discipline that enables them to make positive contribution to society.

Objectives

The objectives of the University with regard to education are to:
- Expand academic programmes as a means of increasing avenues for academic progression and continuing professional development
- Increase the enrolment of students and the diversity of academic programme offerings
- Adopt innovative and creative approaches to course delivery
- Enhance students educational experience through extra c-classroom activities
- Deepen commitment to programme excellence through rigorous quality assurance of teaching and assessment

Key Activities

- Develop new Diploma, Bachelor and Master's degree programmes
- Develop an Admission Drive Strategic Plan for the University
- Resource the University's Admission Drive Taskforce to drive enrolment of both local and international students
- Develop joint academic and professional programmes with leading foreign universities and research centres that are accredited by international bodies to facilitate attraction of foreign students
- Incorporate entrepreneurship as an important element in every programme
- Apply practice, problem-, and project-based teaching and learning techniques to course delivery
- Leverage ICT as a tool for teaching and learning
- Expand opportunities for students' internship learning experience
- Create opportunities for students' exchange programmes locally and internationally
- Create opportunities for inter-faculty and inter-departmental academic learning
- Institutionalize students' appraisal of courses and teaching
- Und0ertake tracer studies of all academic programmes

3.2.2 Research, Innovation and Consultancy Service

High quality research informs innovation as well as teaching and learning. This enhances the quality of education of our students, and translates into benefits for industry and the broader society. Research, innovation and scholarship are therefore needed if the University is to remain relevant in the global competitive academic environment. For a Technical University, we recognize that this transcends developing ideas and creating knowledge for the scientific community, to include a demonstration of the added-value of our research work in terms of new and innovative products and services that we send to the market. Translating research for consumption beyond academic audiences is thus a priority. In the next five years, our research will focus on contributing to the nation's industrialization drive, job creation, development of new technologies and innovative energy solutions focusing on renewable energy.

Strategic Thrust

Strengthen applied research, innovation and consultancy activities as a means of contributing to national development.

Objectives

- Become recognized for market-driven applied research that directly impact industry, and has added value for society
- Become visible as an institution in the scientific community for our research value and contribution
- Create opportunities and incentives for high quality research and innovation
- Nurture a culture of collaborative and inter-disciplinary research among departments in the University
- Strengthen the resource base for research and innovation
- Strengthen University consultancy services

Key Activities

- Engage industry in identifying research priority areas
- Identify and support individual and departmental interests for research and innovation
- Establish an interdisciplinary institutional journal to promote dissemination of research and innovation
- Create an institutional repository for scholarly communication
- Create a self-archive on scientific platforms for faculty members
- Organize conferences, seminars, exhibitions to enhance research and innovation
- Institute incentive schemes (e.g. research awards) for scholarly works with high impact factors
- Adopt a practical and an integrated project-based approach to students' research work
- Organize inter-department research fairs and exhibitions
- Establish a grants prospecting team to drive the search for research funding
- Establish a Research Fund as a means to encourage research and innovation
- Create a consultancy unit to coordinate consultancy activities of staff and departments

3.2.3 Human Resource Development

The productivity of the workforce in any organisation is very much dependent upon the character, competence and commitment of its staff. To realise the strategic goals of the University, the Human Resource (HR) strategy is focused on creating a positive work culture and supporting the recruitment, retention and development of a talented and highly qualified workforce. The quality and productivity of the University's workforce will be the main driver of progress and development of the University.

Strategic Thrust

Attract, recruit and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service and related activities.

Objectives

The University's human resource development will focus on:

- Attracting, recruiting and retaining highly qualified workforce
- Providing avenues and support for staff development
- Deploying human resource effectively

Key Activities

- Analyse and formalise workforce requirements under the new strategic environment
- Identify and recruit administrative, research and teaching staff with the required level of academic qualifications as well as substantial experience in leading local and foreign universities or organisations
- Foster an inclusive, supportive and healthy human resource management culture where individuals are valued and are able to contribute fully to the University
- Retain and groom young, hardworking and talented graduates through a planned mentorship programme
- Create competitive compensation practices and benefit packages that facilitate the recruitment and retention of top talent
- Invest adequate resources in the training and professional development of faculty and staff
- Provide all staff with necessary resources and inputs, including well-resourced offices to facilitate effective work
- Improve human resource processes through the application of technology
- Identify key competencies of staff and provide support for additional training where necessary
- Ensure close link between performance of all the university units and the target goals of this Strategic Plan

3.2.4 Institutional and Stakeholder Collaboration

We recognise that the education and training of our students is a multi-stakeholder endeavour, which continues long into the future, and after school. The different stakeholders – internal and external – have different interests, and make different contributions to the process. They include the business community and industry partners for whom we train; various professional bodies and associations, who provide continued professional development context for our students during their career life, governmental organisations, student alumni associations, labour unions, as well as other educational institutions both home and abroad. In the years ahead of us, we want to take each of these stakeholders very seriously, by adopting a proactive posture in all our dealings.

The University will also actively engage in strategic collaborations with all stakeholders, including other institutions, both local and leading foreign universities, as well as leading corporations in the areas of its research and education. The internationalisation of research and educational activities of the University is to improve its competitiveness and allow it to take advantage of opportunities and response to challenges pose by globalization. In addition, a long-term and systematic cooperation with leading foreign universities will improve the image of the University and promote its visibility globally. This will help to attract foreign and postgraduate students.

Strategic Thrust

Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to advance research, as well as to make academic programmes more relevant and responsive to local, national and international development.

Objectives

- Make the University an attractive meeting place for research, learning and enterprise development for all stakeholders – students, faculty and staff, professionals, alumni, partners from other institutions and the public at large
- Improve strategic collaborations with industry and commerce to enhance practical learning and applied research, and to provide pathways to support corporate investment into the University
- Establish strong linkages with leading universities - both home and abroad - to improve the University's research output and enhance teaching and student learning experience
- Cultivate long-term, value-adding relationship with alumni to bolster their career growth and to enhance their commitment and investment in the University
- Develop a functional, effective and beneficial relationship with government agencies, Non-governmental Organizations (NGOs) and international development partners
- Facilitate and support collaborative work among various Faculties, Departments, and staff in the University

Key activities

- Develop a systematic plan of stakeholder engagement that is aligned with the educational and research goals of the university
- Develop mobility policies and procedures
- Establish centres of excellence and advanced research and training laboratories that can support local and international cooperation in both teaching and R&D
- Develop ICT tools to support the interaction between the university and its strategic partners
- Identify and establish closer collaboration with key industry partners to provide workplace learning opportunities for students
- Establish a forum for regular interaction with industrial partners

- Identify and equip industry-based trainers and supervisors to better guide students on workplace industrial learning programmes
- Provide incentives to support staff to join professional bodies in their areas of expertise
- Engage with industry to identify and jointly carry out applied research to solve practical problems
- Create and structure an alumni office to strengthen university-alumni relationship
- Establish university branches and representative offices both locally and abroad
- Engage alumni associations to establish an endowment fund to support the development of the university

3.2.5 Niche Area Development

The University has chosen renewable energy (RE) technology as its niche. In line with this new strategic direction, the University is positioning itself as a leading centre of excellence in training, research and innovation in renewable energy technologies, sustainability and clean engineering and design concepts. The goal of this strategy is to resource CCTU as a renewable energy technology hub, and pivot all academic programmes, research and innovations around renewable energy technologies.

Strategic Thrust

Pivot the University's programmes and research activities around the niche area - Renewable Energy Technology.

Objectives

- Create awareness of, and generate interest in renewable energy technologies
- Develop world-class infrastructure to support training, research and innovation in renewable energy technologies
- Develop and sustain interest in RE as a catalyst to advance interdisciplinary research and collaborations

Key Activities

- Establish a Centre for renewable energy
- Establish renewable energy technology enclave
- Mount a bachelor and master degree programmes in renewable energy technology
- Recruit and retain high calibre staff with specialization in Renewable Energy
- Sensitize Deans and Heads of department on renewable energy
- To establish a renewable energy technology journal for the institution

3.2.6 Infrastructure Development

Infrastructure development is a key component of the University's development agenda. The University will undertake a systematic expansion of infrastructure and renovation of existing facilities to support the realization of its mandate as outlined in this strategy document. Some of the important infrastructural projects envisioned include ICT facilities, laboratories and workshops, staff offices, residential accommodation for students and staff, and recreational facilities.

Strategic Thrust

Expand physical infrastructure and ICT to enhance institutional capacity for teaching, learning, research and management activities.

Objectives

The University seeks to:

- Develop and implement a comprehensive plan for continuous maintenance, replacement and modernization of university assets and facilities
- Provide ICT facilities, laboratories and workshops for teaching, research, innovation and management services.
- Develop residential, recreational and academic facilities for staff and students

Key Activates

- Resume and complete work on existing construction projects – auditorium and mall.
- Construct lecture rooms and offices for staff and students
- Construct new flats for staff, hostels for students
- Improve potable water supply and sanitation facilities on campus
- Provide the necessary logistics for the Security Section
- Acquire plots of land for the satellite campus project
- Resource and empower the Estate Unit to ensure effective and efficient assets management and tracking
- Provide means of transport for academic and non- academic Departments /Sections
- Establish laboratories and workshop for academic and administrative work

3.2.7 Income Generation

We recognize that our strategic ambitions will, largely, rise and/or fall with funding. This requires smart and calculated steps to generate income. Nevertheless, for academics and professionals in a Technical University, income generation cannot be by simply doing anything. On one hand, it must be an undertaking that harnesses our intellectual capabilities and competences to solve real problems of society (consultancy). On the other hand, it must demonstrate the added-value of our research work in terms of new and innovative products and services that we send to the market (research and innovation).

Strategic Thrust

Improve Internally Generated Funds (IGF) and other revenue generating strategies.

Objectives

The University will:

- Adopt innovative ways of adding market value to research results (valorisation)
- Establish production centres and units to generate funds
- Establish consultancy and service centre as a means of generating income for the School
- Encourage fund raising by/through alumni

Key Activities

- Establish a research valorisation and commercialization unit
- Encourage fund raising by alumni and students associations
- Equip the Departments and Sections to generate funds
- Create a consultancy unit to coordinate consultancy activities among departments
- Collaborate with individuals and departments/sections/units to establish centres and units to manufacture marketable products for which the University has a competitive advantage
- Collaborate with institutions to establish businesses for which the University has a competitive advantage

3.2.8 Governance and Institutional Culture

We want the Cape Technical University to be known for its effectiveness and efficiency in governance, administration and operations. We also want to be celebrated for a culture of transparency, accountability, fairness, excellence, creativity and innovation, and respect for stakeholders. In this strategy, therefore, we want to create and nurture a new work culture, professional environment and system of administration that emphasize our core values, advance our mission and vision, and enable the realization of the strategic goals.

Strategic Thrust

Strengthen and improve the governance, management systems and institutional culture of the Technical University.

Objectives

- Strengthen and resource Directorates, Schools, Departments, Units and Sections for effective functioning
- Strengthen internal control systems in relation to budget, audit and quality assurance
- Make the University a place where faculty, staff and students are all proud and happy to learn and work.
- Create and nurture a new work culture, professional environment and system of administration that emphasizes our core values, and advances our mission and vision as a University
- Strengthen strategies that provide equal opportunity for all in the University

Key Activities

- Review policy formulation procedures to enhance effective decision making in all areas of administration
- Develop policy guidelines for effective administration of all functional areas of the University in line with the Statutes
- Develop a framework for monitoring and evaluation of projects and performance of Schools/Faculties/ Directorates/Departments/ Sections/Units etc
- Resource Directorates, Schools, Departments, Units and Sections for effective functioning
- Develop operational plans for each Directorate, School, Department, Section and Unit of the University based on the Strategic Plan
- Digitalize the operations of the University to improve the efficiency of information dissemination
- Decentralize the Directorate of Finance to make Schools more accountable and resourceful
- Strengthen internal control systems in relation to budget, audit and quality assurance
- Establish a reward system that recognizes and reward the efforts and achievements of faculty, staff and students

3.2.9 Community Service

We want the Cape Coast Technical University to pride itself in our support and service to the local, regional, national and global community. We want to support each of our critical partners within the Technical University community, the business community in the Central Region, our local neighbours and the wider national and global community. In thinking global, we want to be part of the efforts at realising the Sustainable Development Goals (SDGs) through local action.

Objectives

- Provide added-value for our community, by being able to give answers to the important questions that matter to society
- Engage in outward-facing philanthropic and community activities that will support the local stakeholders, including enhancing relationships with high schools, tertiary institutions and other non-traditional learning population
- Support robust community-based engagement for disseminating knowledge and services to local residents

Key Activities

- Build strategic partnership with the community for local development
- Organise awareness campaigns on topical issues
- Re-orient and motivate our Students' Associations to show interest in, and play a more proactive role in our community engagement activities

4.0 IMPLEMENTATION, MONITORING AND EVALUATION

4.1 Implementation

The Principal Officers of the University will play a key role in the implementation of the strategic plan. They will play both strategic role and supervisory role in directing the Strategic Plan Implementation Committee. Operational plans, targets setting, and work schedule will be prepared which will detail out annual work schedules to be achieved. The Strategic Plan Implementation Committee will play a liaison role for monitoring and evaluating the progress of work. The projected financial requirements of operational plans and targets will be incorporated into the Technical University's annual budget on continual and incremental basis, taking cognizance of inflation.

4.2 Monitoring and Evaluation

Monitoring and evaluation are the driving forces in the implementation of any strategic plan. In this respect, monitoring will be carried out continuously while evaluation will be done yearly. Performance indicators as given in the implementation matrix (Strategic Thrust) and annual work plans will be used to ensure timely implementation of this plan. The Strategic Plan Implementation Committee and Management of the University will play a significant role in both monitoring and evaluation.

4.3 Strategic Plan Implementation Oversight Role

The Strategic Plan Implementation Committee shall prepare an annual work plan in consultation with Deans, Directors, HODs and Unit Heads for submission to Management for consideration. The annual work plans which define targets, respective performance indicators, timelines and the activities required to meet the targets will cover the entire Technical University. The Management shall be responsible for the implementation of the strategic plan. The various Officers assigned in the strategic plan matrix will collaborate with Schools/Faculties, Directorates, Departments, Sections and Units for the implementation of the strategic plan.

Governing Council	• Formulate policies for strategic direction • corporate governance • corporate vision
Vice Chancellor	• Divides overall policis into annual institutional work plans • Academic Board • Creating external links for collaboration
Strategic Plan Committee	• Provides guidelines for implementation of the strategic plan • Design the format for implementation of the plan • Priodic monitoring

4.4 Composition of the Strategic Plan Implementation Committee

Membership

Vice Chancellor	Chairperson
Pro Vice-Chancellor	Member
Deans of School	Member
Director of Finance	Member
The Librarian	Member
Director of Internal Audit	Member
Director of Works and Physical Development	Member
Director of ICT	Member
Director of Academic Planning and Quality Assurance	Member
Director of Alumni Relations	Member
Director of Research and Academic Programmes	Member
Procurement Officer	Member
Registrar	Member/Secretary

4.5 Composition of the Strategic Plan Monitoring Committee

i. Chairperson to be appointed by the Vice-Chancellor
ii. Quality Assurance Officer
iii. Two Senior Members to be appointed by the Academic Board
iv. One (1) Senior Member (Adm.) to serve as Secretary

4.6 Operational Structure and Implementation Activities of the Strategic Plan

4.6.1 Strategic Plan Implementation Committee

The Strategic Plan Implementation Committee plays a major role in the review, monitoring, and evaluation of the work plans submitted by Departments through the Schools/Faculties and Units to the Finance and Budget Sub-committee for consideration. The Finance and Budget Committee will submit an assessment report to the Academic Board for further deliberations.

4.6.2 Academic Board

The input from the Academic Board will be incorporated into the implementation plans by Directorates, Faculties, Departments, Units, Sections and Standing Committees of the Academic Board. The amended implementation plan will be submitted through the Strategic Plan Implementation Committee to the Vice-Chancellor who will subsequently submit it to the Academic Board for approval. The Vice Chancellor compiles report of the approved plans to the Governing Council.

4.6.3 Result-Based Management

The achievement of departmental targets and plans will be the basis of assessing the managerial efficiency of departmental heads for future commitments. In this regard, a result-based monitoring and evaluation system would be established to track implementation activities and results. Implementation monitoring would be on inputs and activities. The monitoring of results would be on outcomes and outputs. Each outcome will have a specific time frame.

Monitoring and evaluation will be done for all the thrusts in the Strategic Plan. The staff responsible for the monitoring and evaluation process will ensure that the various dimensions of the project output and outcome are objectively assessed. Since the action plan consists of a variety of activities with different durations, different monitoring schedules are required. For example, performance of academic and non-academic staff will be measured at the end of each semester while monitoring of construction works will be continuous.

The Governing Council of the Technical University will receive and review all monitoring and evaluation reports submitted through the Vice Chancellor. Monitoring and evaluation activities will be initiated by the Strategic Plan Monitoring Committee and will proceed as indicated in the "operational structure for monitoring and evaluation"

4.7 Financing

Due to the precarious nature of prices today, budgets are normally thrown overboard with wide disparities between budgeted cost and actual costs. In order to execute the implementation plans effectively and efficiently, a substantial amount of resources will be required by the Cape Coast Technical University. Specific proposals will be prepared for the activities outlined in the matrix for submission to the Finance and Budget Sub-committee for a definitive statement of the resource requirement to be determined. The proposal will emanate from the officers assigned with responsibilities.

4.8 Factors that Could Affect Strategic Goals Achievement

There are many external factors outside the institutions control that can have negative impact on future performance and prevent the Technical University from attaining its long-term goals and objectives.

4.8.1 Capital Investments

CCTU with its ability to carry out this strategic plan depends on the continuing sourcing of funding, along with significant capital investments by the government. The institution shall continue to depend on adequate annual levels of capital investments to maintain its infrastructure and systems. Adequate investments are also necessary to support improvement of CCTU's operating financial ratios. Significant cuts and fluctuations in investments will impede CCTU's ability to realise its performance targets. Additionally, the timing of capital investments will be critical for the attainment of performance targets. CCTU's ability to plan shall also be impacted by the availability of dedicated multi-year source of funding. It is anticipated that increased enrolments will improve upon institutional IGF.

4.8.2 Economic Conditions

Experience shows that economic conditions in Ghana, have significantly constrained the budgets of many institutions as well as individual customers and students. As a result, CCTU's ability to mount its new programmes could be constrained. Eventually, changes in the economy that increase operating costs and reduces business revenues could have negative impact on CCTU.

4.8.3 Natural and Human Disasters

CCTU's performance could be seriously disrupted by natural and human- caused disasters such as: floods and fire. All the above-mentioned have the potential to damage the infrastructure and operations of the institution.

4.8.4 Power and Energy Costs

Significant portion of the operating costs are driven by prices of fuels and electricity. Spikes in energy and power costs could greatly affect CCTU's ability to fund other programmes and projects that are necessary to achieve its long-term goals and objectives.

4.8.5 Internal Factors

CCTU must assess several key internal factors to ensure that it is capable of reaching its performance targets. These factors include organizational structure, business processes, human capital management, and information technology. CCTU must ensure that these factors align with its strategic needs and long-term vision.

5.0 CONCLUSION

The Strategic Plan encapsulates the Vision, Mission and Core Values of Cape Coast Technical University for the next five years (i.e. 2021 – 2025). It outlines the strategic goals and defines the specific objectives and initiatives needed to achieve the mission and vision of the institution. It focuses on education, research and innovation, community service and the development of the university's niche area - renewable energy technology. It seeks to create a symbiotic relationship between Cape Coast Technical University and industry and commerce. The achievement of the components within the strategic thrusts depends on the availability of resources and the commitment of Management of CCTU towards the realization of the objectives. It is anticipated that these Strategic Thrusts, when well-implemented, will propel CCTU to world-class University status.

APPENDIX A

ACADEMIC STAFF AND STUDENT ENROLMENT

Table 1: Distribution of Academic Staff by Ranks

Rank	School of Business & Management Studies	School of Applied Arts	School of Applied Sciences and Technology	School of Engineering	School of Built and Natural Environment	Total
Professor	0	1	0	1	0	**2**
Associate Professor	0	0	1	1	1	**3**
Senior Lecturer	5	4	7	7	5	**28**
Lecturer	15	4	11	12	7	**49**
Assistant Lecturer	17	16	12	24	5	**74**
Chief Instructor	0	0	0	1	0	**1**
Principal Instructor	0	0	0	3	0	**3**
Senior Instructor	1	2	0	2	4	**9**
Instructor	1	0	0	0	0	**1**
Total	**39**	**27**	**31**	**51**	**22**	**170**

Table 2 Distribution of Academic Stuff by Qualifications

Qualification	School of Business & Management Studies	School of Applied Arts	School of Applied Sciences and Technology	School of Engineering	School of Built and Natural Environment	Total
PhD/DBA	5	1	7	9	6	**28**
Masters	33	24	24	36	12	**129**
Others	1	2	0	5	4	**12**
Total	**39**	**27**	**31**	**50**	**22**	**169**

Table 3: Disaggregated Student Enrolment in HND Programmes – 2010 to 2020

Department	Programme	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Accountancy Studies	HND Accountancy Studies	325	278	285	344	265	181	79	121	45	29	34
	HND Accountancy with Computing	0	0	0	0	0	0	23	62	39	32	47
Marketing	HND Marketing Studies	250	134	145	155	141	106	71	122	40	27	125
Secretaryship and Management Studies	HND Secretaryship and Management Studies	85	77	86	98	95	112	85	119	53	60	87
Purchasing and Supply	HND Purchasing and Supply	0	0	0	87	140	110	89	197	79	85	139
Fashion Design and Textiles Studies	HND Fashion Design and Textile Studies	26	17	15	25	36	41	29	64	41	35	91
Hotel Catering and Institutional Management	HND Hotel Catering Institutional Management	37	36	42	56	88	74	58	91	43	66	47
Statistic	HND Statistics	31	19	20	16	13	19	10	19	6	5	16
Tourism	HND Tourism	81	75	50	132	34	24	19	126	13	14	16
Building Technology	HND Building Technology	44	49	35	141		55	36	44	25	41	39
Civil Engineering	HND Civil Engineering	31	29	32	25	33	21	21	29	15	24	16
Electrical/Electronic Engineering	Electrical/Electronic Engineering	71	64	56	74	74	55	38	51	28	55	56
Mechanical Engineering	Mechanical Engineering	73	61	43	59	87	81	37	59	43	56	49
TOTAL		**1054**	**839**	**809**	**1012**	**1076**	**879**	**595**	**1001**	**470**	**529**	**761**

"Estimated enrolment for 2020/2021 are based on total number of admitted students as at *December 2020*

APPENDIX B

EXISTING AND PROPOSED PROGRAMMES OF THE UNIVERSITY

Table 4 Existing and Proposed Programmes

S/N	Name of School	Department	Existing programmes	Proposed programmes
1	School of Applied Sciences and Technology	Department of Hotel, Catering and Institutional Management	Diploma in Hospitality Management	B.Tech in Hospitality Management
			HND in Hotel, Catering and Institutional Management	
		Department of Mathematics, Statistics and Computer Studies.	HND in Statistics Studies	B.Tech in Statistics
			B.Tech in Statistics (Top-up)	B.Tech in Applied Statistics
		Department of Food and Post-Harvest Technology	B.Tech in Food and Post-Harvest Technology	MSc in Food and Post-Harvest Technology
2	School of Applied Arts	Department of Fashion Design and Textile Studies	Diploma in Fashion Design	B.Tech in Fashion Design and Textile Studies
			HND in Fashion Design and Textile Studies	
		Department of Tourism	Diploma in Tourism and Hospitality Management	B.Tech in Tourism
			HND in Tourism	
		Department of Liberal and General Studies		Diploma in Technical Communication
				Diploma in Communication
				HND in Technical Communication
				B.Tech in Technical Communication
				B.Tech in Communication Studies (Public Relations Option)
				B.Tech in Communication Studies (Journalism Option)

Table 4 Existing and Proposed Programmes (Cont'd)

S/N	Name of School	Department	Existing programmes	Proposed programmes
3	School of Engineering	Department of Civil Engineering	HND in Civil Engineering	Diploma in Geomatics
			B.Tech in Civil Engineering (Top-Up)	
			B.Tech in Civil Engineering (4-year)	HND in Water and Sanitation Engineering
		Department of Electrical / Electronic Engineering	Diploma in Electrical and Electronics Engineering	Diploma in Mechatronics
			HND in Electrical/Electronic Engineering	
			B.Tech in Electrical and Electronics Engineering	
			B.Tech in Automation Engineering	B.Tech in Biomedical Equipment Technology
			B.Tech in Electrical and Electronics Engineering (Top-up)	
		Department of Mechanical Engineering	Diploma in Mechanical Engineering	HND in Marine Engineering
			HND in Mechanical Engineering (Options in Automotive, Plant and Production Engineering)	HND in Air Conditioning and Refrigeration
			B.Tech. in Mechanical Engineering (Top-up)	B.Tech. in Mechanical Engineering
			B.Tech. (4-year) Mechanical Engineering (Options in Automotive, Plant and Production Engineering)	B.Tech. in Marine Engineering
				B.Tech in Metallurgy
				B.Tech. in Oil and Gas Engineering
				B.Tech. in Air Conditioning and Refrigeration
				B.Tech. in Production Engineering
				B.Tech in Mechatronics
				M.Tech in Mechanical Engineering
				M.Tech in Marine Engineering
				M.Tech in Metallurgy
				M.Tech in Oil and Gas Engineering
				M.Tech in Air Conditioning and Refrigeration
				M.Tech in Production Engineering
				M.Tech in Mechatronics
		Department of Renewable Energy	B.Tech in Renewable Energy Technology	M.Tech. In Renewable Energy Technology

Table 4 Existing and Proposed Programmes (Cont'd)

S/N	Name of School	Department	Existing programmes	Proposed programmes
4.	School of Built and Natural Environment	Department of Building Technology	Diploma in Estimation and Quantity Surveying	
			HND in Building Technology	B.Tech in Architectural Engineering Technology
			B.Tech in Building Technology (Top-up)	B.Tech in Quantity Surveying and Economics
			B.Tech in Construction Technology	M.Tech in Construction Technology
		Department of Environmental Technology and Management		HND in Environment, Health and Safety Technology and Management
				B.Tech in Environment, Health and Safety Technology and Management
				B.Tech in Environment, Health and Safety Technology and Management
		Department of Valuation and Property Management		B.Tech. Facilities Management
5	School of Business and Management Studies	Department of Accountancy Studies	Diploma in Banking Technology & Accounting	Diploma in Micro Finance and Credit Management
			Diploma in Computerized Accounting	ACCA, ICA, CIB, Chartered Forensic Accounting
			Professional Diploma in Computerized Accounting	HND in Accounting and Finance
			Professional Diploma in Banking Technology & Accounting	HND in Forensic Accounting and Finance
			HND in Accountancy Studies	BSc in Accounting and Finance
			HND Accounting with Computing	BSc in Forensic Accounting
			B.Tech in Accounting and Finance (Top-up)	

Table 4 Existing and Proposed Programmes (Cont'd)

S/N	Name of School	Department	Existing programmes	Proposed programmes
5	School of Business and Management Studies	Department of Purchasing and Supply Studies	Diploma in Procurement and Materials Management	Professional Diploma in Procurement Management
			HND in Purchasing and Supply	HND in Oil and Gas Operations Management
			B.Tech. in Procurement and Supply Chain Management (Top-up)	BSc in Oil and Gas Operations Management
		Department of Secretaryship and Management Studies	Diploma in Business Administration	B.Tech in Secretaryship and Management Studies
			Professional Diploma in Business Administration	
			HND in Secretaryship and Management Studies	
			B.Tech in Secretaryship and Management Studies (Top-up)	
		Department of Marketing Studies	Diploma in Electronic Marketing	HND in Public Relations
			Diploma in Public Relations	HND in Electronic Marketing
			HND in Marketing Studies	BSc in Marketing Studies
			B.Tech in Marketing Studies (Top-up)	BSc in Electronic Marketing
		Department of Entrepreneurship and Agribusiness		B.Tech. Entrepreneurship and Business Innovation
		Department of Management Sciences		B.Tech in Agri-Business Development
				BSc. Management Science

APPENDIX C
IMPLEMENTATION MATRIX

Thrust 1 - EDUCATION: TEACHING, LEARNING AND STUDENTS' EXPERIENCE											
Goal - Make teaching and learning a desirable and fascinating experience for both faculty and students, to equip students with skills and intellectual capacity that enables them to make positive contribution to society											
S/N	Objective	Key Activities	Key Performance Indicators	Budget Estimate (GH ¢)	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
1.1	Increase the enrolment of students	Develop an Admission Drive Operational Plan Strategy for the University	Admission drive operational plan developed	15,000	√					IGF	Deans of School, Heads of Departments, Officer in charge of Admissions
										GOG	
		Implement Admission Drive Strategy	Admission drive strategy implemented	136,250	√	√	√	√	√	IGF	Deans of School, Heads of Departments, Officer in charge of Admissions
			20% increase in student enrolment per annum							GOG	

Thrust 1 - EDUCATION: TEACHING, LEARNING AND STUDENTS' EXPERIENCE

Goal - Make teaching and learning a desirable and fascinating experience for both faculty and students, to equip students with skills and intellectual capacity that enables them to make positive contribution to society

S/N	Objective	Key Activities	Key Performance Indicators	Budget Estimate (GH ¢)	2021	2022	2023	2024	2025	Source of funding	Responsibility
1.2	Increase the diversity of the University's programmes by introducing unique market-driven programmes	Develop more market-driven Master's degree, Bachelor and Diploma programmes	At least one master degree programme introduced in each school	238,300	√	√	√	√	√	IGF	Deans of School, Heads of Department, Academic Board, Officer in charge of Institutional Affiliation and Accreditation Section
			At least one four-year degree programme introduced in each department								
			At least one diploma programme introduced in each department							GOG	
		Develop joint academic and professional programmes with leading foreign universities and research centres that are accredited by international bodies to facilitate attraction of foreign students	At least one professional programme introduced in each department	800,000	√	√	√	√	√	IGF	Academic Board, Deans of School, Heads of Department, Director of International Programmes Directorate, Institutional Linkages
			At least one professional and joint academic programme introduced in each school	50,000.00						GOG / Grant / Donor Support	
		Incorporate entrepreneurship and innovation as an important element in every programme	Entrepreneurship and innovation incorporated/ given a focus in every programme	1,000,000	√	√	√	√	√	IGF GOG Levy from students Donor Support	Deans of School, Heads of Department

Thrust 1 - EDUCATION: TEACHING, LEARNING AND STUDENTS' EXPERIENCE

Goal - Make teaching and learning a desirable and fascinating experience for both faculty and students, to equip students with skills and intellectual capacity that enables them to make positive contribution to society

S/N	Objective	Key Activities	Key Performance Indicators	Budget Estimate (GH ¢)	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
1.3	Adopt innovative and creative approaches to course delivery	Apply practice-, problem-, project- and challenge- based teaching and learning approach/ techniques to course delivery	50% of programme delivery to Competency Based Training	400,000	√	√	√	√	√	IGF	Deans of School, Heads of Department, Academic Board, Officer in charge of Quality Assurance
										GOG	
		Leverage ICT as a tool for teaching and learning	Online teaching and assessment adopted as part of programme delivery	170,000	√	√	√	√	√	IGF GOG	Director of ICT Directorate, Deans Heads of Departments
1.4	Enhance students educational experience through extra-classroom activities	Expand opportunities for students' Internship learning experience	Prominent firms enlisted to absorb 60% of students annually for workplace learning on a quota-basis	50,000	√	√	√	√	√	IGF	Heads of Department, Head of Industrial Liaison
										GOG	
										Donor Support	
		Create opportunities for students exchange programmes locally and internationally	Two (2) students from each department in exchange programmes every year	2,756,897	√	√	√	√	√	IGF	Director of International Programmes and Institutional Linkages Directorate, Head of Industrial Liaison, Deans of School, Heads of Departments
										Grant	
										GOG	
		Create opportunities for inter-faculty and inter-departmental academic learning	Inter-faculty and inter-departmental academic learning/seminars/works hops organized at least once a semester	20,000	√	√	√	√	√	IGF GOG	

CCTU STRATEGIC PLAN (2021-2025)

Thrust 1 - EDUCATION: TEACHING, LEARNING AND STUDENTS' EXPERIENCE											
Goal - Make teaching and learning a desirable and fascinating experience for both faculty and students, to equip students with skills and intellectual capacity that enables them to make positive contribution to society											
S/N	Objective	Key Activities	Key Performance Indicators	Budget Estimate (GH ¢)	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
1.5	Deepen commitment to programme excellence through rigorous quality assurance of teaching and assessment	Develop policies and guidelines to facilitate quality teaching and learning	Policy guidelines on quality teaching and learning developed	8,000	√					IGF	Director of Quality Assurance and Academic Planning Deans of School, Heads of Department
		Standardize requirements and formats for students' project works, thesis and examinations/assessments/practical works	Uniform formats and standards developed for students' project works, thesis and examinations /assessments /practical work	6,000	√					GOG / IGF	Director of Quality Assurance and Academic Planning Deans of School, Heads of Department
		Digitize students' appraisal of courses and teaching	Online appraisal of courses by students introduced	75,000	√	√	√	√	√	GOG	Academic Board, Director of Quality Assurance and Academic Planning Directorate, Director of ICT Directorate
		Undertake periodic tracer studies of all academic programmes	Periodic tracer studies conducted	150,000	√	√	√	√	√		Director of Quality Assurance and Academic Planning Directorate, Head of Industrial Liaison, Heads of Department, Head of Alumni Office

THRUST 2 – RESEARCH, INNOVATION AND CONSULTANCY

Goal - Strengthen applied research, innovation and consultancy activities as a means of contributing to national development

NO.	Objective	Key Activities	Key Performance Indicators	Time Frame					Budget GH₵	Source of Funding	Responsible Officers
				2021	2022	2023	2024	2025			
2.1	Become recognized for market-driven applied research that directly impact industry, and has added value for society.	Engage industry in collaborative applied research and projects	All departmental Advisory Boards reconstituted	√	√	√	√	√	350,000.	IGF, GOG. Grants	Vice Chancellor, Pro-Vice Chancellor, Deans of School, Industrial Liaison, DRIC.
			Advisory Board meetings conducted at least twice every year		√	√	√	√			
			Every department has at least one collaborative project with industry per year		√	√	√	√			
			At least GH₵30,000 financial support from industry in each department every year		√	√	√	√			
			At least one publication with industry experts from each department every year		√	√	√	√			
			At least 2 patents and/or licenses registered for innovative products or services per year								

THRUST 2 – RESEARCH, INNOVATION AND CONSULTANCY

Goal - Strengthen applied research, innovation and consultancy activities as a means of contributing to national development

S/No.	Objective	Key Activities	Key Performance Indicators	Time Frame					Budget Estimate	Source of funding	Responsibility
				2021	2022	2023	2024	2025			
2.1	Become recognized for market-driven applied research that directly impact industry, and has added value for society.	Identify and support individual and departmental interests for research and innovation	Database of research priority areas and experts established for all departments.	√	√	√	√	√		IGF GOG Grants	Vice Chancellor, Pro-Vice Chancellor, Deans of School, Heads of Departments Industrial Liaison, DRIC
		Establish staff industry internship training program	At least 20% of staff of each department undergo internship training per year		√	√	√	√			
			Reports of staff industry internship training program submitted by Heads of Departments to Deans of Schools		√	√	√	√			
2.2	Become visible as an institution in the scientific community for our research value and contribution	Increase faculty research visibility	An average of least one publication by every lecturer per year		√	√	√	√	300,000.	IGF, GOG.	Librarian, Director, ICT.
			At least 10% of articles published by faculty in high impact factor journals			√	√	√			
			At least 10% of articles from faculty published jointly with recognized authors in specific disciplines per year		√						
		Create an institutional repository for scholarly communication	Institutional repository created		√						

		Create a Policy on Intellectual Property (IP) for the University.	Policy on IP developed		√	√	√	√			
			IP products such as inventions, journals and books registered		√	√	√	√			
		Obtain an Online Academic Support Tool for the University, faculty and department.	Online Academic Support Tools acquired		√	√	√	√			
		Create a self-archive on scientific platforms for faculty members.	At least 50% of faculty are visible on Google scholar		√	√	√	√			
			The University listed among the African Region University Ranking System		√	√	√	√			

THRUST 2 – RESEARCH, INNOVATION AND CONSULTANCY

Goal - Strengthen applied research, innovation and consultancy activities as a means of contributing to national development

NO.	Objective	Key Activities	Key Performance Indicators	Time Frame					Budget	Source of Funding	Responsible Officers
				2021	2022	2023	2024	2025			
2.3	Create opportunities and incentives for high quality research and innovation	Organize conferences, seminars, exhibitions to enhance research and innovation	Annual University Research and Innovation Conferences organized		√	√	√	√	1,499,000.	IGF, GOG.	Pro-Vice Chancellor, Deans of Schools, Librarian, DRIC.
		Support staff to attend conferences both locally and internationally.	At least 20% of staff supported to attend both local and international research and innovation conferences	√	√	√	√	√			
		Establish an Interdisciplinary Institutional Journal	Cape Coast Technical University (CCTU) interdisciplinary journal operationalized	√	√	√	√	√			
		Institute incentive schemes (e.g. Research Award) for scholarly works with high impact factors.	Annual Research and Innovation Award Scheme of at least GH₵50,000 established and annually implemented Annual payment of membership subscription, and conference fees for staff of professional bodies in the University		√ √	√ √	√ √	√ √			
2.4	Nurture a culture of collaborative and inter-disciplinary research among departments in the University.	Adopt a practical and an integrated project-based approach to students' research work	Students' interdisciplinary teamwork on projects operationalized Annual interdisciplinary project fair and exhibition implemented	√	√	√	√	√	100,000.	IGF, GOG.	Deans of Schools, Heads of Department.
		Organize interdepartmental research fairs and exhibitions	Annual interdepartmental project fairs and exhibitions established	√	√	√	√	√			

THRUST 2 – RESEARCH, INNOVATION AND CONSULTANCY

Goal - Strengthen applied research, innovation and consultancy activities as a means of contributing to national development

S/No.	Objective	Key Activities	Key Performance Indicators	Time Frame					Budget	Source of Funding	Responsibility
				2021	2022	2023	2024	2025			
2.5	Strengthen the resource base for research and innovation.	Establish a Grants Prospecting Team to drive the search for research funding.	Grants Prospecting Team established	√					140,000.	IGF, GOG.	Vice Chancellor, Librarian, Deans of Schools, DRIC.
			Grants of at least $50,000 won for research activities with an annual increase of 20% subsequently		√	√	√	√			
		Establish a Research Fund as a means to encourage research and innovation	Staff Research Support Fund established with a seed money of at least GH₵50,000. Availability of at least GH₵30,000 of funding in Directorate of Research, Innovation and Consultancy (DRIC's) coffers for research and innovation activities								
2.6	Strengthen University consultancy services.	Create a consultancy unit to coordinate consultancy activities among departments.	University's Consultancy Unit established	√	√	√	√	√	50,000.	IGF, GOG, GRANTS.	Deans of Schools, Heads of Department, DRIC.
		Resource Directorate of Research, Innovation and Consultancy (DRIC) for effective performance	DRIC resourced in terms of staff and equipment	√	√	√	√	√			
			At least 70% of DRIC's budget provided	√	√	√	√	√	GRAND TOTAL: 2,439,000.		
			University Consultancy Unit resourced.								

CCTU STRATEGIC PLAN (2021-2025)

					Time frame						

THRUST 3 – HUMAN RESOURCE DEVELOPMENT

Goal - Attract, recruit and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service and related activities

No.	Objective	Key Activities	Key Performance Indicators	Budget	2021	2022	2023	2024	2025	Source of funding	Responsible Officers
3.1	Attract, recruit and retain highly skilled manpower	Analyze and formalize workforce requirements under the new strategic environment	Annual staff needs assessment conducted	200,000	√	√	√	√	√	IGF	Registrar Director of Human Resource
		Identify and recruit well qualified administrative, research and teaching staff	Well qualified staff recruited At least 10% annual increase in staff/student ratio	1,400,000	√	√ √	√ √	√ √	√ √	IGF	Registrar Director of Human Resource
		Foster an inclusive, supportive and healthy human resource management culture where individuals are valued and are able to contribute fully to the University	Staff welfare policy to cater for staff in difficult moments developed and operationalized Management-Union relations strengthened	100,000	√	√	√	√	√	IGF	
		Retain and groom young and talented graduates through a planned mentorship programme	At least 20 scholarships per year awarded to talented graduates Mentors assigned to talented graduates/ young staff	100,000		√ √	√ √	√ √	√ √		Registrar Director of Human Resource Director, Public Affairs
		Create competitive compensation practices and benefit packages that facilitate the recruitment and retention of top talent at the University	Compensation packages comparable to that of analogous institutions introduced					√			

THRUST 3 – HUMAN RESOURCE DEVELOPMENT

Goal - Attract, recruit and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service and related activities

No.	Objective	Key Activities	Key Performance Indicators	Budget	Time frame					Source of funding	Responsible Officers
					2021	2022	2023	2024	2025		
3.2	Provide support for staff development	Provide all staff with necessary resources and inputs, including well-resourced offices to facilitate effective work	20% increase in the number of staff offices with necessary furniture and air-conditioners per year

Relevant software applicable to Units/Sections/Departments/Directorates provided

At least one academic staff of each department sponsored on PhD or masters' programme every year.

10% increase in the number of faculty with terminal degrees per year

A systematic mentorship mechanism developed and implemented | 3,800,000 | √ | √ | √ | √ | √ | IGF | Registrar Director of Human Resource Director of ICT Deans of School Director of Finance |
| | | Invest adequate resources in the training and professional development of faculty and staff | | | | | | | | | |
| | | Establish and operationalize a functional system of mentorship for developing staff | | | | | | | | | |

CCTU STRATEGIC PLAN (2021-2025)

THRUST 3 – HUMAN RESOURCE DEVELOPMENT

Goal - Attract, recruit and retain highly skilled manpower, and provide opportunity for building the capacity of faculty and staff for the core tasks of teaching, research, innovation, community service and related activities

No.	Objective	Key Activities	Key Performance Indicators	Budget	Time frame 2021	2022	2023	2024	2025	Source of funding	Responsible Officers
3.3	Deploy human resource effectively	Develop and utilize a system of performance indicators for personnel appraisal	Policy on performance management developed and operationalized Annual performance appraisal system institutionalized	100,000	√	√	√	√	√	IGF	Registrar Director of Human Resource
		Identify key competencies of staff and provide support for additional training where necessary	Annual skill needs assessment conducted Strategic plan for training of staff prepared Annual training based on skill needs conducted	500,000	√	√	√	√	√	IGF	Registrar Director of Human Resource Deans of School Directors of Administration/ Academic Unit
		Ensure close link between staff skills and job requirements	Annual performance monitoring and evaluation operationalized	10,000	√	√	√	√	√	IGF	Director of Human Resource

THRUST 4 – INSTITUTIONAL AND STAKEHOLDER COLLABORATION

Goal - Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to advance research, as well as to make academic programmes more relevant and responsive to local, national and international development.

No.	Objective	Key activities	Key performance indicators	Time frame					Budget Estimate GH₵	Source of funding	Responsible officers
				2021	2022	2023	2024	2025			
4.1	Make the University an attractive meeting place for students, faculty and staff, professionals, alumni, partners from other institutions and the public at large	Develop a systematic plan for stakeholder engagement that is aligned with the educational and research goals of the university	Stakeholder engagement plan developed	√	√				20,000	IGF, GoG, donor support	Vice Chancellor, Pro-Vice Chancellor, Director, Int. Affairs Deans of School, Heads of Dept., Industrial Liaison Officer
		Develop mobility policies and procedures	Mobility policy developed	√					10,000		
		Establish centres of excellence and advanced training laboratories that can support up-skilling professionals in the industry	At least 2 multidisciplinary training, centres established and resourced		√	√	√		200,000		
		Set up ICT facilities to support the interaction between the university and its strategic partners	Multimedia conferencing facilities set up		√				200,000		
			Online project management and collaboration tools deployed		√	√			50,000		

THRUST 4 – INSTITUTIONAL AND STAKEHOLDER COLLABORATION

Goal - Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to advance research, as well as to make academic programmes more relevant and responsive to local, national and international development.

No.	Objective	Key activities	Key performance indicators	Time frame					Budget	Source of funding	Responsible officers
				2021	2022	2023	2024	2025			
4.2	Improve strategic collaborations with industry and commerce to enhance practical learning and applied research and to provide pathways to support corporate investment into the University	Identify and establish closer collaboration with key industry partners to provide workplace learning opportunities for students Establish a forum for regular interaction with industrial partners Identify and equip industry-based trainers and supervisors to better guide students on workplace industrial learning programmes Provide incentives to support staff to join professional bodies in their areas of expertise	Each Department has at least 2 MOUs signed with relevant stakeholders		√	√	√	√	30,000	IGF, GoG, donor support	Vice Chancellor, Deans of School, Heads of Dept., Industrial Liaison Officer
			All Departmental Advisory Boards reconstituted, rebranded and institutionalised Departmental Advisory Board meetings conducted at least twice every year		√	√	√	√	100,000		
			CCTU Industry Week organised annually		√	√	√	√	400,000		Vice Chancellor, Pro-Vice Chancellor, Director, Int. Affairs Deans of School, Heads of Dept., Industrial Liaison Officer
			Industry-based supervisors identified and equipped		√	√	√	√	500,000		
			At least 40% of students on internship assigned industry supervisors/mentors		√	√	√	√	150,000		
			At least 50% of professional membership fees and subscriptions charges paid for by the institution At least 60% of faculty members in good standing with at least one professional body in their respective fields		√	√	√	√			
							√	√	200,000		

THRUST 4 – INSTITUTIONAL AND STAKEHOLDER COLLABORATION

Goal - Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to advance research, as well as to make academic programmes more relevant and responsive to local, national and international development.

No.	Objective	Key activities	Key performance indicators	Time frame					Budget	Source of funding	Responsible officers
				2021	2022	2023	2024	2025			
4.3	Establish strong linkages with leading universities both home and abroad to improve the University's research output and enhance teaching and student learning experience	Create a network of strategic collaborations with universities – both local and international	Each department has at least one articulation agreement signed with relevant university		√	√	√		1,500,000	Alumni, IGF, GoG, donor support	Vice Chancellor, Pro-Vice Chancellor, Director, Int. Affairs Deans of School, Heads of Dept., Industrial Liaison Officer
		Increase participation in joint R &D with Ghanaian and foreign academics and industry experts from leading institutions and scientific organizations	At least one joint R&D project undertaken each year with international partners	√	√	√	√	√			
		Increase engagement in national and international programmes through participation in local and international flagship competitions and exhibitions	Each faculty represented in at least one national or international competition/ exhibition per year		√	√	√	√			

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THRUST 4 – INSTITUTIONAL AND STAKEHOLDER COLLABORATION

Goal - Establish linkages with other educational institutions and foster strategic collaboration with industry and commerce, professional bodies and alumni to advance research, as well as to make academic programmes more relevant and responsive to local, national and international development.

No.	Objective	Key activities	Key performance indicators	Time frame					Budget	Source of funding	Responsible officers
				2021	2022	2023	2024	2025			
4.4	Cultivate long-term, value-adding relationship with alumni to bolster their commitment and investment in the University	Restructure and resource the Alumni office to strengthen University-Alumni relationship	Relevant units within the Alumini Office created Alumni relations office resourced	√	√	√	√	√	100,000	Alumni endowment fund, IGF, GoG, donor support	Director, Public Affairs, Head, Alumni Relations
		Establish university branches and representative offices both locally and abroad	Office for International, National and Regional Alumni Association secretariats created	√	√	√	√	√			
		Engage Alumni associations to establish endowment fund to support the development of the university	Universal and departmental Alumni databases created Alumni endowment fund established At least GH₵ 20,000 raised yearly by each department from their respective Alumni	√	√	√	√	√	100,000	IGF, GOG.	Director, Public Affairs, Head, Alumni Relations
Total budget for Thrust 4:										**3,560,000**	

THRUST 5 - NICHE DEVELOPMENT

Goal - Pivot the University's programmes and research activities around the niche area – Renewable Energy Technology

S/N	Objective	Key Activities	Key Performance Indicators	Budget	2021	2022	2023	2024	2025	Source of funding	Responsibility
5.1	Develop CCTU Renewable Energy Centre (CCTUREC) as a pivot for multidisciplinary training, research and innovation	Resource the Centre for Renewable Energy (CCTUREC)	Four (4) offices allocated to the CCTUREC	30,000		√	√			IGF GoG	Director, CCTUREC, Director, Works & Physical Devt. Director, HR Head, Renewable Energy Department
			Three (3) high-caliber specialists with expertise in solar energy, wind energy and bio-energy technologies recruited				√				
			Three (3) experienced technicians appointed			√					
		Develop world-class infrastructure to support training, research and innovation in Renewable Energy and related technologies	Three (3) training and research laboratories established	10,000,000	√	√	√	√	√	IGF GoG Donor support	Director, Works & Physical Devt. Director, CCTUREC
			A production centre dedicated to the development and assembly of renewable energy systems established								
5.2	Assume leadership role in professional training in Energy Efficiency, Sustainability and Clean Energy Technologies	Create a dedicated unit for professional training in Sustainability, Energy Efficiency and Renewable Energy Technologies	A dedicated unit for training in Sustainability, Energy Efficiency and Renewable Energy Technologies created	20,000		√	√	√		IGF	
		Develop and mount hands-on professional programmes and certificates courses for professionals, artisans and other non-traditional learning populations	At least two professional or certificate programmes introduced annually	300,000		√	√	√	√		Director, CCTUREC, Dean of School, Head of Department, Director of
			At least 100 students from non-traditional learning populations trained annually								
			At least GHC 400,000 accrued annually from professional training activities		√	√	√	√	√		

CCTU STRATEGIC PLAN (2021-2025)

THRUST 5 - NICHE DEVELOPMENT

Goal - Pivot the University's programmes and research activities around the niche area – Renewable Energy Technology

S/N	Objective	Key Activities	Key Performance Indicators	Budget	Time frame					funding	Responsibility
					2021	2022	2023	2024	2025		
5.3	Leverage the University's niche as a catalyst to promote applied multidisciplinary research and innovation in Sustainability, Energy Efficiency, and Clean Energy Technologies	Constitute a multidisciplinary research team to identify suitable projects and funding opportunities in areas related to sustainability, energy efficiency and renewable energy	A dedicated project team with membership of different backgrounds constituted	500,000	√	√	√	√	√	IGF Grants	Deans of School, Director, DRIC; Director, CCTUREC
			At least two (2) externally funded projects related to Renewable Energy or Sustainability undertaken every year			√	√	√	√		
		Encourage and support faculty to undertake applied, multidisciplinary research that addresses issues of sustainable development, energy efficiency and clean energy	At least GHC 100,000 awarded annually to faculty to support applied research in green energy technologies and sustainable development	1,500,000			√	√	√	IGF Grants Donor Support GoG	Vice-Chancellor, Director, CCTUREC, Dean of School,
			At least one innovative solutions or products developed and licensed every year					√	√		
			At least one solution deployed (product on the market)					√	√		
			At least GHC 250,000 accrued annually from Renewable Energy-related research outputs						√		
		Establish a renewable energy technology journal for the institution	Renewable Energy Technology and Sustainable Development journal for the institution	30,000		√				IGF	

THRUST 5 - NICHE DEVELOPMENT

Goal - Pivot the University's programmes and research activities around the niche area – Renewable Energy Technology

S/N	Objective	Key Activities	Key Performance Indicators	Budget	Time frame					funding	Responsibility
					2021	2022	2023	2024	2025		
5.4	Expand and intensify education and training of Renewable Energy, Green and Sustainable Technologies, and related disciplines in the University	Expand the academic programme offerings in renewable Energy and related disciplines	Two new Diploma and three Bachelor programmes introduced	150,000	√	√	√	√	√	IGF	Heads of Department, Head of Industrial Liaison
			At least one Master's programme introduced		√	√	√	√	√		
			Three new academic departments created			√	√			
		Sensitize the University community on issues of sustainability, green technologies and energy efficiency	At least two workshops or seminars on sustainability, green technologies and energy efficiency conducted annually	300,000		√	√	√	√	IGF GoG	Director, CCTUREC, Director of Public Affairs, Deans of School
			Monthly media campaigns on sustainability, green technologies and energy efficiency related issues embarked on				√	√	√		
		Develop polices and guidelines to better align the University's programmes with the niche area – Renewable Energy	Policies and guidelines formulated to ensure better integration of relevant issues of sustainability and renewable energy in all programmes	80,000	√	√				IGF GoG	
			All existing programmes reviewed to better capture relevant issues of sustainability and clean energy				√	√			

THRUST 5 - NICHE DEVELOPMENT

Goal - Pivot the University's programmes and research activities around the niche area – Renewable Energy Technology

S/N	Objective	Key Activities	Key Performance Indicators	Budget Estimate	Time frame					Funding source	Responsibility
					2021	2022	2023	2024	2025		
5.5	Foster technology transfer and innovation-driven entrepreneurship	Create a green technology business incubator to foster the transfer of knowledge and development of innovative green products	A 6-unit office business incubator built and resourced	3,500,000		√	√	√		IGF Grants	Director of Works & Physical Development, Director of CCTUREC, Director of DRIC
			Policy guidelines on selection of commercially viable business ideas developed			√				GoG	
		Support student-focused innovation and entrepreneurship	Annual seminars on innovation-driven entrepreneurship conducted for students	5,000,000			√	√	√	IGF Grants	Director of Works & Physical Development, Director of CCTUREC, Director of DRIC
			Guidelines on the organization of innovative project competitions developed			√	√			GoG	
			Annual Renewable Energy Technology-based STEM competitions, exhibitions and job fairs organized					√	√		
			Resources provided to competent student teams to materialize business ideas					√	√		
		Promote RET start-up creation in the University	Annual competition on innovative business projects conducted for faculty teams	5,000,000			√	√	√	IGF Grants	Director of Works & Physical Development, Director of CCTUREC, Director of DRIC
			Experimental models and prototypes developed				√	√	√	GoG	
			At least two university start-ups established every year					√	√		
		Promote the University's innovative products on the local and global markets	The University represented in at least two (2) national and international exhibitions and trade fairs per year		√	√	√	√	√	IGF Grants GoG	Registrar, Director of Public Affairs, Director of CCTUREC, Director of DRIC

THRUST 6 – INFRASTRUCTURE DEVELOPMENT

Goal - Expand physical infrastructure and ICT to enhance institutional capacity for teaching, learning, research and management activities

S/N	Objective	Key Activities	Key Performance Indicators	Budget	Time Frame 2021	2022	2023	2024	2025	Source of Funding	Responsibility
6.1	Expand physical infrastructure	Construct state of the art auditorium with seating capacity of 3,000	Sectional completion of auditorium for use	50 Mil	√	√	√	√	√	GOG, GETFUND	VC, Dir. of Works, Management
		Provide Students' Accommodation	2,500 bed capacity Student Hostel Complex completed	96mil	√	√	√	√	√	PPP (BOT)	VC, Dir. of Works, Management
		Construct more lecture blocks and offices.	Section completed for use	10 mil		√	√	√	√	GOG	VC, Dir. of Works, Management
		Provide additional laboratories & workshops for the Engineering and Applied Science Departments.	Section completed for use	10 mil	√	√	√	√	√	GETFund, GOG	VC, Dir. of Works, Management
		Make existing physical facilities disability friendly.	30% of existing structures made disability friendly	10 mil		√	√	√	√	IGF, GETFund	VC, Dir. of Works, Management
		Provide recreational facilities to improve the health and well- being of students and staff	Some recreational facilities provided (Modern gym for staff, Tennis court for staff, Staff club house, Children playground)	5 mil		√	√	√	√	IGF, Donor Support	VC, Dir. of Works, Management

THRUST 6 – INFRASTRUCTURE DEVELOPMENT (Cont'd)

Goal - Expand physical infrastructure and ICT to enhance institutional capacity for teaching, learning, research and management activities

S/N	Objective	Key Activities	Key Performance Indicators	Budget	2021	2022	2023	2024	2025	Source of Funding	Responsibility
			and grassing for the sports complex			√	√	√	√	Donor Support	Dir. of Works
		Basic School Complex	6-unit classroom block with library completed	300,000	√	√	√	√	√	IGF, GOG	VC Dir. of Works
		Extend the road network on campus	1km Road network extension done	6 mil	√	√	√	√	√	IGF GOG	VC Dir. of Works
		Provide Staff Accommodation	2 Blocks (16 unit flats) completed	26 mil		√	√	√	√	IGF, GOG, PPP (BOT)	VC Dir. of Works
		Diversity the University's energy mix	5% electricity obtained from renewable sources	5 mil							
6.2	Improve portable water supply and sanitation facilities on campus	Improve potable water supply on campus	3 boreholes sunk and connected for improved water supply	100,000	√	√	√	√	√	IGF	VC, Dir. of Works,
		Improve sanitation facilities on campus	Sanitation facilities improved	200,000	√	√	√	√	√	Donor Support IGF	Dir. of Works, Ag. Estate Off.
6.3	Improve assets management and tracking	Resource and empower Estate Unit to ensure effective and efficient assets management and tracking	Register of all physical and other assets established		√	√	√	√	√	IGF	Dir. of Works, Ag. Estate Off.
			Building and facilities are maintained and renovated at regular intervals	13 mil	√	√	√	√	√	IGF, GETFund	VC, Dir. of Works, Ag. Estate Off.
			Estate Management function within DWPD is fully established		√	√	√	√	√	IGF	Dir. of Works, Ag. Estate Off.

THRUST 7: INCOME GENERATION

Goal – Improve Internally Generated Funds (IGF) and other rvenue generating strategies

S/No	Objectives	Key activities	Key Performance Indicator	Budget Estimate	Time Frame 2021	2022	2023	2024	2025	Source of funding	Responsibility
7.1	Adopt innovative ways of adding market value to research results (valorisation) and raising funds	Establish and resource a research valorisation and commercialization unit	Research valorisation and commercialization unit established and resourced	200,000		√					VC Pro VC DRIC
		Encourage fund raising by alumni and students associations	Fund raising platforms created		√	√	√	√	√		DOF, DEBD
			Annual Alumni Week cerebration instituted	200,000	√	√	√	√	√		Registrar, Deans, HODs, Academic Affairs, Quality Assurance, DEBD
			Annual Alumni Service Needs Survey conducted	50,000	√	√	√	√	√		
7.2	Strengthen consultancy services as a means of generating income for the School	Equip the Departments and Sections to generate funds	Consultancy centres set up by faculties/ departments/ sections/units	500,000	√	√	√	√			VC, Pro VC, Registrar, Deans, HODs, Works, DRIC
7.3	Establish production centres and units to generate funds	Collaborate with individuals and departments to establish centres and units to manufacture marketable products	Enterprise development policy developed								VC, Pro VC, Registrar, Deans, HODs, DEBD
			Businesses established and formalized by departments and units in their areas of expertise		√	√	√	√	√		VC, Pro VC, Registrar, Deans, HODs, DEBD
		Collaborate with institutions to establish businesses for which the University has a competitive advantage	Collaboration agreements signed with businesses and operationlised (e.g. Prepaid Service Centre with ECG, filing station, mechanical workshop, event management, etc)		√	√	√	√	√		VC, Pro VC, Registrar, Deans, Works, DEBD

CCTU STRATEGIC PLAN (2021-2025)

THRUST 8 - GOVERNANCE AND INSTITUTIOAL CULTURE

Goal - Strengthen and improve the governance, management systems and institutional culture of the Technical University

S/No	Objective	Key Activities	Key Performance Indicator	Budget Estimate (Gh₵)	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
8.1	Adopt innovative measures to improve and strengthen institutional management systems of the Technical University	Review policy formulation procedures to enhance effective decision-making in all areas of administration	University Statutes completed and promulgated	20,000	√					IGF	Governing Council Vice-Chancellor Registrar
			All Council-approved policies published and made available to members of the university community	50,000	√	√	√	√	√		
			Adequate legal support services in policy development provided	50,000	√	√	√	√	√		
		Develop policy guidelines for effective administration of all functional areas of the University in line with the Statutes	At least two (2) policy guidelines approved by Council annually	10,000	√	√	√	√	√	IGF	Vice-Chancellor Pro Vice-Chancellor Registrar Director of Human Resource
		Upgrade the legal services function to the status of a Directorate	Legal services section upgraded to a Directorate	50,000	√						
		Develop a framework for monitoring and evaluation of projects and performance of Schools/Directorates/Departments/ Sections/Units, etc.	Monitoring and evaluation framework for the performance of Schools/ Directorates/ Departments/ Sections/Units developed	100,000	√	√				IGF	Vice-Chancellor Registrar Director of Works and Physical Development Quality Assurance Officer

CCTU STRATEGIC PLAN (2021-2025)

THRUST 8 - GOVERNANCE AND INSTITUTIOAL CULTURE (Cont'd)

Goal - Strengthen and improve the governance, management systems and institutional culture of the Technical University

S/No	Objective	Key Activities	Key Performance Indicator	Budget Estimate	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
			Rewards system for performing Schools/ Directorates/ Departments/ Sections/Units instituted	250,000	√	√					Director of Human Resource
						√	√				
			Risk-based Internal Audit Framework developed	10,000		√					
			Project management framework developed	20,000	√	√	√				
8.2	Strengthen internal structures and control systems for both academic and administrative functions	Resource Directorates, Schools, Departments, Units and Sections for effective functioning	Annual budgetary hearing and defence instituted One leadership and risk management training conducted for Key and Schedule Officers annually	10,000 1,000,000	√	√				IGF GOG	Vice-Chancellor Pro VC Registrar Director of Finance
		Develop operational plans for each Directorate, School, Department, Section and Unit of the University based on the Strategic Plan	Annual operational plans for Directorates, Schools, Departments, Sections and Units prepared University-wide risk register developed	500,000 10,000	√	√ √	√	√	√	IGF GOG	Vice Chancellor Director / Deans / Heads of Department / Section / Unit Director of Internal Audit
		Digitize the operations of the University to improve the efficiency of information dissemination	GIFMIS implemented Information systems incrementally digitised	30,000	√	√				IGF GOG	Director of Finance Director of ICT

CCTU STRATEGIC PLAN (2021-2025)

THRUST 8 - GOVERNANCE AND INSTITUTIONAL CULTURE (Cont'd)

Goal - Strengthen and improve the governance, management systems and institutional culture of the Technical University

S/No	Objective	Key Activities	Key Performance Indicator	Budget (Gh₵)	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
		Decentralize the Directorate of Finance to make Schools more accountable and resourceful	Financial administration decentralised	100,000	√	√				IGF GOG	Vice Chancellor Director of Finance
		Strengthen internal control systems in relation to budget, audit and quality assurance	University-wide risk registers developed	10,000	√					IGF GOG	Director of Finance Director of Internal Audit
		Ensure strict adherence to norms, best practices and polices	Appropriate sanctions instated against breaches	-	√	√	√	√	√		Vice Chancellor, Pro-VC Directors/Deans/ Heads
8.3	Make the University a place where faculty, staff and students are all proud and happy to learn and work.	Establish a reward system that recognizes and reward the efforts and achievements of faculty, staff and students	Performance evaluation system established	500,000	√					IGF GOG	Vice-Chancellor Pro VC Registrar Director of HR
			Annual Award Scheme instituted	1,000,000	√	√	√	√	√		
		Create and nurture a new work culture, professional environment and system of administration that emphasizes our core values, and that advances our mission and vision as a University	The University's mission, vision and core values integrated into its operational plans and policies Incentives for advancing the realization of the Strategic Plan instituted		√	√				IGF GOG	Vice Chancellor Director/Deans/All Heads Director of HR
				1,000,000	√	√	√	√	√		
		Operationalise strategies that provide equal opportunity for all in the University	Strategies for equal opportunity operationalized in the University	100,000							

CCTU STRATEGIC PLAN (2021-2025)

THRUST 9 - COMMUNITY SERVICE

Goal - Actively engage the local community to find practical and innovative solutions to the challenges they face in order to improve their quality of life and well-being.

S/N	Objective	Key Activities	Key Performance Indicators	Budget	Time frame					Source of funding	Responsibility
					2021	2022	2023	2024	2025		
9.1	Support robust community engagement for development	Build strategic partnership with the community for local development and sustainable livelihoods	Community representatives and agents appointed and trained	100,000	√		√			IGF	Vice-Chancellor Registrar Director of Public Affairs
			Two (2) livelihood enhancement projects undertaken annually	500,000	√	√	√	√	√	Donor Support	Registrar Director of Academic Affairs
		Establish mutually beneficial relationships with high schools, tertiary institutions and other non-traditional learning populations	At least 5% of employment slots allocated to the community	-	√	√	√	√	√	GOG IGF	Vice-Chancellor Registrar Director of Human Resource
			Policy on admission quota and scholarship for students from the locality developed and implemented with 5 students' beneficiaries annually At least ten (10) institutional agents recruited per annum	266,000	√	√	√	√	√	IGF Donor Support	Vice-Chancellor Registrar Director of Academic Affairs Deans of Schools Heads of Academic Departments
		Undertake educational campaigns on topical issues to provide answers to the important questions that matter to communities – local, regional and national	At least two (2) educational campaigns on topical issues organized per year Annual Open Day event organized	500,000	√	√	√	√	√	Donor support	Vice-Chancellor Registrar Deans of School Director of DRIC Heads of Department

CCTU STRATEGIC PLAN (2021-2025)

THRUST 9 - COMMUNITY SERVICE (Cont'd)

Goal - Actively engage the local community to find practical and innovative solutions to the challenges they face in order to improve their quality of life and well-being.

S/N	Objective	Key Activities	Key Performance Indicators	Budget							
		Re-orient and motivate our students' associations to show interest in, and play a more proactive role in our community engagement activities	Annual orientation for the leadership of students' associations conducted	25,000	√	√	√	√	√	IGF Alumni Association	Registrar Director of Public Affairs Dean of Students' SRC
			Students' Associations equipped to engage in community activities	20,000	√	√	√	√	√	Donor support	Director of Public Affairs Deans for Students' Affairs Student association leaders

			Sustainable Development Goals (SDG) Associations/Campaign Groups established and annual projects undertaken			√	√	√	√	√		

APPENDIX D
MEMBERSHIP OF STRATEGIC PLAN COMMITTEE

There were two Committees that worked on the Strategic Plan. These were:

i.   Strategic Plan Committee to review the 2017-2022 Strategic Plan, and to draft the 2020-2024 Strategic plan

Prof. Edward Marfo-Yiadom   -   Chairman
Dr. Samuel Boahen   -   Member
Rev. Haruna Abdul Ndebugri   -   Member
Mr. Michael Kissi   -   Member
Mr. Kwame Tenadu   -   Member
Mr. Eric Awere   -   Member
Mr. Paul Akyin-Mensah   -   Secretary

ii.   Academic Board Committee to Review the Draft Strategic Plan 2020- 2024

Dr. Benjamin Chris Ampimah   -   Chairman
Dr. Stephen Agyefi-Mensah   -   Member
Mr. Alhassan Mumuni   -   Member
Mr. Emmanuel Bamfo-Agyei   -   Member
Mr. Paul Akyin-Mensah   -   Secretary