

ACCRA TECHNICAL UNIVERSITY

STRATEGIC PLAN

2021-2025



The Golden Key is a symbol of access to knowledge and the means for discovery, freedom, power and prominence.

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Acronyms

Acronym	Meaning
APSP 2013–2018	- Accra Polytechnic Strategic Plan (2013–2018)
ATU	- Accra Technical University
ATUSP 2021-2025	- Accra Technical University Strategic Plan (2021–2025)
BTech	- Bachelor of Technology
CBD	- Central Business District
CBT	- Competency-Based Training
COTVET	- Council for Technical and Vocational Education and Training
COTVET-DSIP	- COTVET- Development of Skills for Industry Project
Dean FoE	- Dean Faculty of Engineering
DIPIC	- Dean, International Programmes and Institutional Cooperation
DoF	- Director of Finance
DOSA	- Dean of Student Affairs
DPA	- Director, Public Affairs
DRIPTT	- Directorate of Research, Innovation, Publication and Technology Transfer
DTech	- Doctor of Technology
FTSE	- Full-Time Students Equivalent
GoG	- Government of Ghana
GTEC	- Ghana Tertiary Education Commission
HND	- Higher National Diploma
HoD	- Head of Department
HROD	- Human Resource and Organisational Development
IGF	- Internally Generated Funds
JCR	- Junior Common Room
KPI	- Key Performance Indicators
KRA	- Key Results Areas
M & E	- Monitoring and Evaluation
MoE	- Ministry of Education
MTech	- Master of Technology
NCE	- Networking and Community Engagement
Pro VC	- Pro Vice-Chancellor
QAAP	- Quality Assurance and Academic Planning
SHS	- Senior High School
SLT	- Science Laboratory Technology
SPC	- Strategic Planning Committee
SRC	- Students Representative Council
STEM	- Science, Technology, Engineering and Mathematics
TEWU	- Teachers and Educational Workers' Union
TUAAG	- Technical University Administrators Association of Ghana
TUSAAG	- Technical University Senior Administrators Association of Ghana
TUTAG	- Technical University Teachers Association of Ghana
TVET	- Technical and Vocational Education and Training
VC	- Vice-Chancellor

Foreword

As the premier technical university of Ghana, Accra Technical University (ATU) has been making instrumental contributions to the growth of Ghana and other countries within the region, through training the middle level manpower needed for development. Following its recent elevation from polytechnic to technical university by Act 922 in 2016, the University has been on a journey of rebranding and strategically expanding its operations to continuously remain competitive.

Recent national and global challenges and future direction of social, economic, and environmental developments demand that higher education institutions provide more innovative solutions. The calls for Governments to respond to issues like Climate Change, COVID-19, Future of Work, Artificial Intelligence, actually provide opportunities for universities to modernise and be more flexible in their operations to remain relevant.

With a history spanning some seven decades, we attribute our success so far to our previous Strategic Plans. We are poised to maintain our position as the premier Technical University and make a meaningful impact on society, especially industry. Therefore, in response to the current global demands, we have developed this new strategic plan for 2021 – 2025, defining our ambitions and direction as a profitable institution within a challenging and mutable higher education space. This strategic plan details how the University will provide the needed support for our staff, students, and stakeholders through provision of the necessary infrastructure, facilities, services and opportunities. This plan has at its core, how ATU will grow its relevance through enriching the experience of all stakeholders.

We have crafted this Plan around eight thematic areas which are critical to accelerating the University into the future as we: grow our capabilities in research and grants acquisition; ensure our students have a good experience; enhance partnership with industry and engage communities; strengthen international collaborations and enhance strong visibility; improve infrastructure and systems and operationalise our campus at Mpehuasem; develop strong human resourses and governance systems; generate and attract more funds and prudently manage same; and build robust welfare systems for our staff and their dependents.

The University is following an ambitious plan as it moves into a new epoch of development. The future promises great moments. With the collaboration of our dedicated staff, talented students, alumni, and other stakeholders, I am certain that we shall achieve the ambitions we have set for our collective future.



I offer my sincere heartfelt gratitude to all those who contributed in the various stages during the drafting of this Strategic Plan, especially the Governing Council under the Chairmanship of Professor Ralph Kingston Asabere (PhD), the Strategic Planning Committee under my chairmanship, and other stakeholders. God bless us all.

Signed

Prof. Samuel Nii Odai, BEng, MSc, PhD, FGhIE, FIoD, FGA
Vice-Chancellor, Accra Technical University



Preamble

The expiration of the Accra Polytechnic Strategic Plan (APSP 2013-2018), the new mandate of the institution as a Technical University and the appointment of new leadership for the University provided an opportunity to plan a new direction for the University.

In the process, the University took cognisance of global, regional and national developmental issues such as the Sustainable Development Goals (SDGs); Africa Agenda 2063 targets; the Long-term National Development Plan for Ghana (2018-2057); the anticipated increase in demand for tertiary education in Ghana as a result of the Government's Free Senior High School (SHS) programme introduced in 2017; the operationalisation of the new Mpehuasem Campus of the University inaugurated in 2018; and the ongoing implementation of the University's academic philosophy that emphasises ICT, Entrepreneurship, and Leadership skills development. These would lead to quality-oriented, industry-focused, and competency-based training programmes and complementary services that meet the tenents of the Fourth Industrial Revolution.

The COVID-19 pandemic has upended business for academic institutions. Tertiary institutions are increasingly adopting remote learning to augment their modes of delivery of courses. Institutions are also suddenly faced with increased financial challenges due to the recession in the domestic and global economies as a result of the pandemic. This offers higher education leadership an opportunity to relook at the services they provide and leverage on emerging technologies tailored to the needs of their stakeholders, given the changes in the educational sector.

The Accra Technical University Strategic Plan (ATUSP 2021-2025) is therefore designed to consolidate the gains made under the APSP 2013–2018 and address the new challenges and opportunities facing the University and society in a technologically dynamic world. The Strategic Plan outlines the Mandate, Vision, Mission and the eight Strategic Pillars of Accra Technical University (ATU), and the approach that would be followed within the next five years to realise them.



Attainments in the Previous Strategic Plan



In 2013 the University started implementing the six-year Accra Polytechnic Strategic Plan (APSP 2013–2018) which had four major objectives:

- Provide opportunities for academic progression for Higher National Diploma (HND) graduates within the Technical and Vocational Education and Training (TVET) system, by mounting Bachelor of Technology (BTech) programmes, and also make preparations to mount Master of Technology (MTech) and Doctor of Technology (DTech) programmes;
- Provide adequate infrastructure to meet the rapid growth of the institution;
- Diversify the University's sources of income and;
- Enhance the capacity of the University for technology development and transfer.

Some achievements under the APSP 2013–2018 include:

• Increased Access by Students to University Programmes

The student population increased by 31.3% from 10,733 in 2014 to 14,089 in 2018 and the number of BTech top-up programmes increased from two in 2013 to fourteen in 2018.

• Significant Infrastructural Developments

Some significant infrastructural developments attained include:

1. Expansion of internal energy sources through the installation of a 75 kW solar facility and a 700 kVA generating plant;

2. Improvement of academic and administrative facilities with an increase in laboratory space; construction of a 92-Office complex for Lecturers; construction of a 60-room commercial stores complex with offices;

3. Construction of a new students' hostel, completion of the first phase of the ICT-Library Complex;

4. Acquisition of land at Mpehuasem for a second campus;

5. Commencement of the development of the Mpehuasem campus through the COTVET-DSIP project;

6. Commencement of the connection of all blocks with optic fibre and provision of WiFi;

7. Establishment of a Language Laboratory;

8. Establishment of a Bookbinding Unit;

9. Expansion of the 4-room Akwaaba Lodge to a 36-room hotel with conference facilities;

10. Provision of new recreational facilities on campus with the construction of a multipurpose sports facility with basketball, volleyball, handball, and tennis courts; and the refurbishment of existing basketball and volleyball courts; and establishment of a gymnasium for staff.

• Other Significant Developments

The University established the APT Research Journal, organised annual technology fairs, sponsored faculty to attend research conferences locally and internationally, and enhanced its research output.

The institution established active collaborations with several organisations both locally and internationally, notably, A-Tech Group Korea Limited and the Ghana Armed Forces resulting in the establishment of a Drone Centre and 3D Printing Laboratory.

Health services were improved by the provision of an ambulance service at the University Clinic; Staff welfare was enhanced through the establishment of a Staff Provident Fund Scheme; and the quality of teaching and non-teaching staff enhanced through the Staff Development Scheme.

A Virtual Internship Programme was introduced to increase students' participation in industrial attachment; Instituted awards for excellent academic performance for graduating students; The Halls System was established and an annual Inter Halls Sports Festival introduced.

The governance system was improved through the development and implementation of several policy documents.



Challenges in the Previous Strategic Plan

Certain objectives set out in the APSP 2013-2018 were not realised. The challenges that led to these have been identified and appropriate strategies proposed in the ATUSP 2021-2025 to address these challenges.

• The University went through a major organisational restructuring that commenced in August 2016 as a result of the transition from a Polytechnic to a Technical University. This had significant impact on employee commitment especially on members of staff who were directly affected by the restructuring. The ATUSP 2021-2025 is addressing this challenge through various staff development initiatives; improved Staff Welfare and Support Services to boost staff morale and motivation.

• The University's strategy to provide adequate infrastructure to meet the rapid growth of the institution depended to a large extent on the development of the new Mpehuasem Campus. In December 2018 the University finally took possession of four workshops at the new campus that were provided by the Government of Ghana through the COTVET-DSIP project. The ATUSP 2021-2025 has outlined several strategies for the development and expansion of the Mpehuasem Campus to provide additional facilities needed to operationalise the campus. The Strategic Plan also provides for the redevelopment of the Kinbu Campus and the Cantonments Estates respectively.

> *"The Strategic Plan outlines the Mandate, Vision, Mission and the eight Strategic Objectives of Accra Technical University (ATU), and the approach that would be followed within the next five years to realise them."*

• The University provided more opportunities under the APSP 2013-2018 for HND graduates to further their education along the TVET pathway. The strategy of the APSP 2013-2018 was to develop many BTech programmes, and this strategy has resulted in the approval and mounting of a number of BTech Top-up programmes. However, the University loses its graduates to analogous institutions for postgraduate studies. The institution is now poised to introduce postgraduate programmes under the ATUSP 2021-2025.

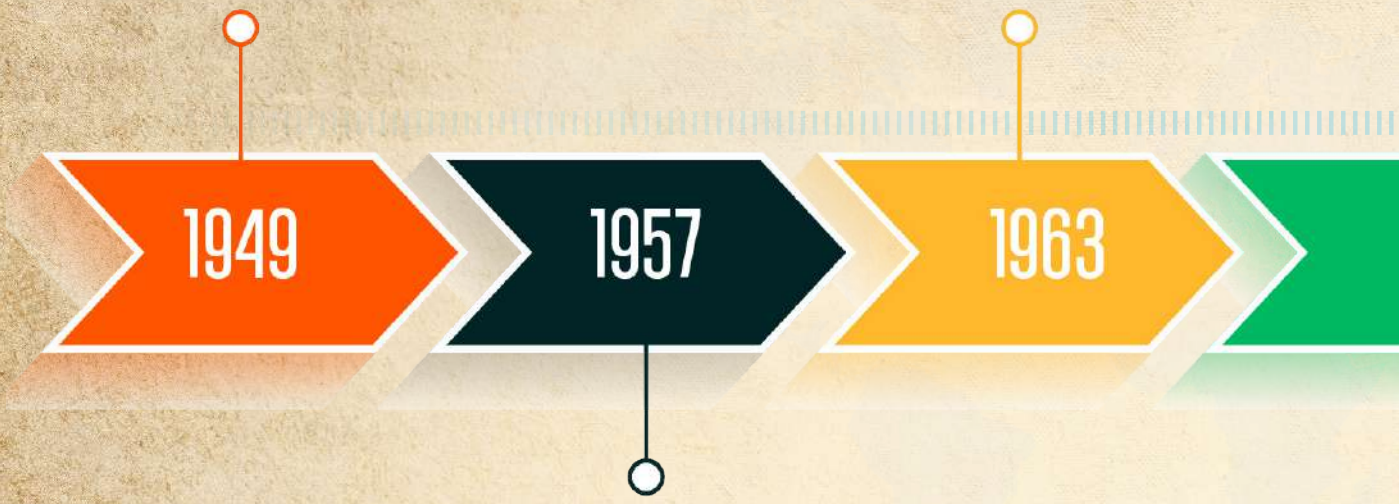
• Even though new sources of funds were identified, the APSP 2013-2018 goal of significantly increasing Internally Generated Funds (IGF) and diversifying the sources of income suffered some setbacks due to the absence of a policy on Revenue Generation. The University now has a policy on revenue generation that is symbiotic.



The University's Jo

Accra Technical School commenced operations in temporary accommodation in Accra in January 1949.

The Accra Technical Institute was renamed Accra Polytechnic.



The permanent campus of the School at Kinbu was officially commissioned by the then Prime Minister Osagyefo Dr. Kwame Nkrumah in May 1957 and renamed Accra Technical Institute.

The Colonial Government of the Gold Coast directed in 1948 that "the Accra Technical Institute commence operations. Accra Technical Institute, therefore, commenced operations in temporary accommodation in Accra in January 1949. By 1952, the Institute provided full-time and part-time courses in 'Office Arts', commercial subjects and dressmaking, and part-time courses in English, Building Construction, Surveying, Drawing and Workshop Arithmetic.

The construction of permanent facilities for the Institute at Kinbu in the Barnes Road Cultural and Educational Area was completed in May 1956. The campus was officially commissioned by the then Prime Minister Osagyefo Dr. Kwame Nkrumah in May 1957.

The University has now augmented these facilities to include classrooms and lecture halls, engineering and science laboratories and workshops, libraries, etc. Other facilities include a University Clinic, Student Hostels, a multipurpose sports facility with tennis, handball, basketball, and volleyball courts, a modern guesthouse and cafeteria, a student's complex, a bookbinding unit and residential facilities for staff.

When Accra Technical Institute was elevated to a Polytechnic in 1963, it discontinued offering post-middle school courses and offered more advanced courses.

Between 1971 and 1972, the Polytechnic no longer offered Pre-Technical courses except on a part-time basis

ourney so Far

Accra Polytechnic began to offer Bachelor of Technology degree programmes in addition to existing programmes, under the Polytechnic Act, 2007 (Act 745) which repealed the Polytechnic Law, 1992 (PNDCL 321).

The Mpehuasem campus was inaugurated by His Excellency Nana Addo Dankwa Akufo-Addo on December 6th, 2018.



Accra Polytechnic was elevated to a tertiary status in 1992 by the promulgation of the Polytechnic Law, 1992 (PNDCL 321) to offer Higher National Diploma and other certificate programmes.

Accra Polytechnic was converted into a Technical University by the passage of the Technical Universities Act, 2016 (Act 922) as amended.

but continued to offer two-year general technical courses in engineering and building and intermediate-level craft courses, as well as more advanced courses.

Accra Polytechnic was elevated to a tertiary status in 1992 by the promulgation of the Polytechnic Law, 1992 (PNDCL 321). By the Polytechnic Act 2007 (Act 745), Accra Polytechnic was granted autonomy to award degrees (subject to the approval of Council), in addition to existing programmes accredited by the then National Accreditation Board. The passage of the Technical University Act 2016 (Act 922) finally converted Accra Polytechnic into a Technical University.

Currently, the University has five academic faculties namely; Engineering, Built Environment, Applied Sciences, Applied Arts, and Business with various departments spread across two campuses - Kinbu Campus and Mpehuasem in the Ga West municipal area of the Greater Accra Region. In 2013, the Government of Ghana, under the Development of Skills for Industry Project (DSIP) funded by the African Development Bank (AfDB) and executed by the Council for Technical and Vocational Education Training (COTVET), began to develop the 135-acre Mpehuasem campus. The campus now has four completed workshops namely; Construction and Civil Engineering, Electrical and Electronics Engineering, Mechanical and Automobile Engineering, and Carpentry and Joinery Technology.

The Strategic Planning Process

The strategic planning process was initiated after the new leadership of the University had shared the vision and proposed key focus areas for the development of the institution. Various stakeholder engagements were organised with Senior Management and Heads of Department to consider and analyse the Vice-Chancellor's Vision Statement and proposed key areas to chart the strategic direction of the University. Following the successful stakeholder engagements, a Strategic Planning Committee (SPC) was constituted to build on the inputs from the stakeholder engagements to develop a five-year Strategic Plan for the University.

The Committee also considered other relevant documents including the APSP 2013–2018, and strategic plans of other analogous institutions, the Education Strategic Plan (ESP) 2018–2030 and the Education Sector Medium-Term Development Plan (ESMTDP) 2018–2021 by the Ministry of Education of Ghana, as well as 'The Future of Jobs Report 2020' by the World Economic Forum.

Subsequently, SWOT analysis, Gap analysis, and Benchmarking were undertaken to identify specific areas that needed to be addressed in the Strategic Plan.

The Strategic Planning Committee (SPC) received inputs from a series of meetings held with a cross-section of student leadership, and also considered recommendations from the 2019 Summer School for Junior Staff, Senior Staff, and Senior Members of the University.

The following were eventually agreed upon as the Strategic Pillars for the plan:

1. Enhancing Students Experience:

Develop and deliver quality programmes and services to prepare students for the world of work.

2. Impact-Oriented Research and Innovation:

Drive impact-oriented research and innovation for national development and global recognition.

3. Industry and Community Engagement:

Reinforce community engagement and drive industry collaboration to enhance ATU's relevance nationally.

4. Internationalisation and the Visibility of the University:

Intensify international engagements to enhance collaborations, attract international students and improve visibility.

5. Availability of Appropriate Infrastructure and Systems:

Develop and maintain modern facilities and systems to drive ATU's vision as a leading Technical University.

6. Quality and Motivated Human Resource and Effective Governance:

Attract, develop and retain high quality and motivated human resource at all levels, and promote efficient governance for effective service delivery.

7. Finance:

Intensify financial resource mobilisation and practice prudent financial management.

8. Staff Welfare and Support Services:

Provide services, facilities and amenities to improve the morale and performance of staff in a healthy and peaceful working environment.

A Draft Strategic Plan was developed and submitted for consideration to the Academic Board. Inputs from Academic Board were then incorporated into the draft document and submitted to the Governing Council for consideration and approval.



The Strategic Pillars

Situational Analysis



Strengths



1. Strategic Location

Accra Technical University has two campuses which are both strategically located in Accra, the capital city of Ghana. The Main Campus at Kinbu is very visible, located right in the heart of the Central Business District of Accra, close to key agencies, institutions, industries, and transportation hubs. The Second Campus is located at Mpehuasem, Ga West municipality.

2. National and International Reputation as the Leading Tertiary TVET Institution in Ghana

The University has a long established reputation as the premier TVET tertiary training institution in Ghana.

3. Availability of Land for Expansion

The Accra Technical University's Mpehuasem Campus is located on 135 acres of pristine land in the Ga West municipal area of the Greater Accra region. Over 80% of the campus land is yet to be developed and this provides room for the future growth and expansion of the University. The serene environment is very suitable for an academic institution.

4. Experienced Staff

The University has skilled, competent and innovative academic and administrative staff.

5. Attractive Programmes

The University has a number of highly competitive programmes at various levels of the TVET Qualification Framework.

Weaknesses

1. Low Visibility and Weak Brand Identity of ATU

ATU has a very low international visibility according to the Webometric and Times Higher Education ranking. The public still associates the University with its former name "Accra Polytechnic".

2. Low Level of Internationalisation

The percentage of International Students in the University is extremely low at 0.32%. Currently, the University has only 57 international students among a total student population of 18,000. The percentage of International staff is also extremely low at 0.32%.

3. High Population Density and Limited Space for Expansion on the Kinbu Campus

The Main University Campus has a total area of 19.6 acres (0.08 square kilometres). The student population on the main campus was initially low and as at 1950 was 644 and increased to 960 in 1960; however the population has increased from 10,733 in 2014 to 18,000 in 2021 thereby creating a high population density on campus.

4. Inadequate Students' Residential Accommodation

Currently, only 5.64% (1000) of students out of a total student population of 18,000 are in University residential facility.

5. Low Research Output and Technology Transfer

There was low research output per lecturer per year from 2013 to 2018, and currently the University is not ranked among the top universities in Africa. The recent history of the University has no record of technology development and transfer to industry.



Students Hostel



6. Low Female Enrolment in Science, Technology, Engineering and Mathematics (STEM) Programmes

The current Female: Male enrolment in STEM-related programmes at ATU is 33:67 which is below the national requirement of 50:50.

7. Low Number of BTech Programmes and Non-Existent Postgraduate Programmes

The number of BTech programmes offered by the University is lower than that of the HND programmes. Currently, the University has no postgraduate programmes.

8. Inadequate Number of Teaching Staff

The current 80:1 Student-Teacher Ratio and percentages of Professors, Associate Professors, Senior Lecturers and Lecturers do not meet the recommended GTEC (formally NCTE) norms and hence affect academic quality.

9. Inadequate Infrastructure

The facilities on campus are inadequate for the large student population. Again, faculties and departments do not have dedicated permanent building complexes containing lecture halls and theatres, offices, laboratories, workshops, and libraries.

10. Low Students Satisfaction with Social Life on Campus

There are limited opportunities for most students to experience and enjoy campus life due to lack of on-campus residential and social services, intense academic workloads, limited opportunities for extracurricular activities and personal problems.

11. Inadequate Health Services on Campus

The University Clinic has low capacity and currently provides limited services to staff and students.

12. Few Active Collaborations with Industry and Communities

The University's active collaboration with industry is generally limited to providing students with places for internship. The University's level of engagement with its communities has been very low. This was largely due to the absence of a policy on Community Engagement.

Opportunities

1. Increasing Demand for Tertiary Education

The demand for tertiary education is expected to increase significantly due to the implementation of the Free SHS programme. There is also a large pool of workers who are potential students at the various public and private organisations in and around Accra, and thousands of HND and BTech graduates who want to pursue further studies.

2. Income Generation from Production Units

The University's location in the CBD of Accra provides it with unique opportunities for income generating activities that would also provide practical experience for students in entrepreneurship.

3. Collaborations with Industry

There exist a large number of businesses and industries in Accra and Tema for the University to actively collaborate with.

4. Training the Informal Sector

The University by virtue of its mandate and location can offer tailor-made training programmes to the informal sector.

5. External Funds for Research

There are several national and international grants and programmes available for research.







Threats





1. Low Public Perception of TVET

The public's persistent low perception about TVET does not make it an attractive option for most potential students.

2. Competition from other Tertiary Institutions Nationally and Internationally

There are a number of established public and emerging private universities that offer similar programmes. The Ghanaian public prefer the traditional universities to Technical Universities. ATU also risks losing qualified staff to the public universities because of the comparatively better conditions of service in the latter.

3. Lack of Control over Tuition Fees

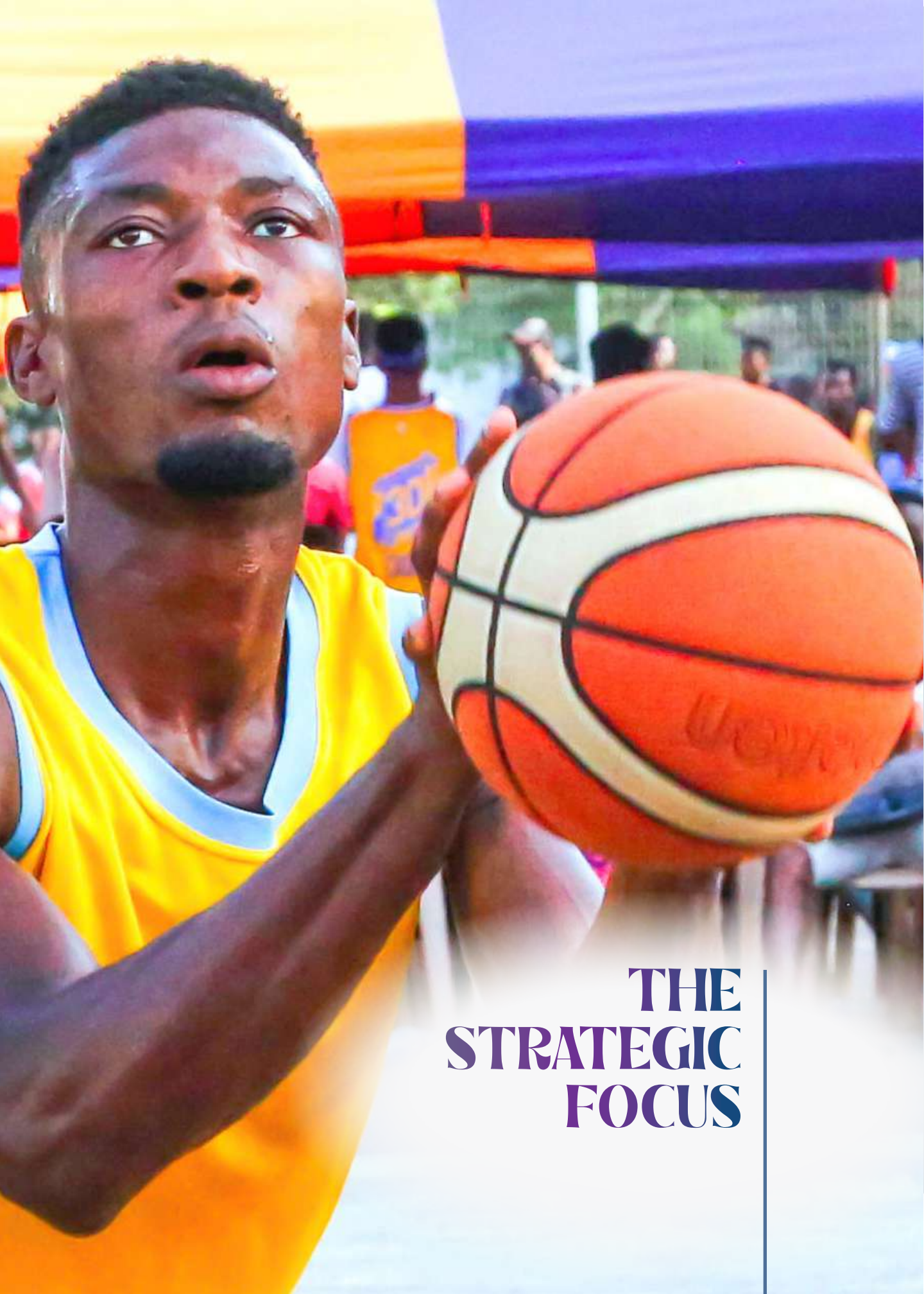
The setting of tuition fees is done by parliament. The University's ability to provide academic facilities is therefore limited by the amount of Academic Facility User Fees (AFUF) approved by parliament.

4. Inadequate Funding for Infrastructural Expansion

The Government of Ghana (GoG) currently provides a significant portion of the total financial resources of the University in the form of employee compensation. However, capital expenditure for infrastructural developments is mostly met through IGF which is not adequate to meet the growing needs of the University.

5. Security

There have been a number of theft cases on campus. The security situation is exacerbated by the fact that the University is located between two very busy roads in the CBD, the Padmore and Kojo Thompson Roads. Commuters therefore frequently use the campus as a thoroughfare to move from one road to the other.



THE STRATEGIC FOCUS

The Mandate

By the provisions of the Technical Universities Act, 2016 (Act 922) as amended, the University is mandated to provide higher education in engineering, science and technology-based disciplines, technical and vocational education and training, applied arts and related disciplines in accordance with the following principles:

a. Higher education shall be made equally accessible to all persons suitably qualified and capable of benefiting from education and training offered at a Technical University;

b. Programmes of study shall take into consideration the multiplicity of scientific theories and methodologies;

c. Use competency-based and practice-oriented approach in teaching, organisation and delivery of courses;

d. Develop strong linkages and collaboration with relevant industries, businesses, professional bodies and technical experts in the delivery of programmes;

e. Offer programmes and courses within the mandate of a technical University; and

f. Provide opportunities for skills development, applied research and publication of research findings.

Philosophy

ATU believes in education and training that develop the competencies and skills of our students to make them relevant to industry and competitive in the job market.

Our Educational Philosophy therefore is **"Education and Training for Employment and Job Creation"**.

Vision

To be recognised as the top Technical University in Ghana, with strong regional influence.

Shared Values

Our shared values of Integrity, Creativity and Excellence, embody our essence as staff and students of Accra Technical University.

1. Integrity- **We build trusted and accountable systems to enhance integrity in all our undertakings.**

2. Creativity- **We work together to generate new, innovative and improved ways of addressing industrial and community challenges.**

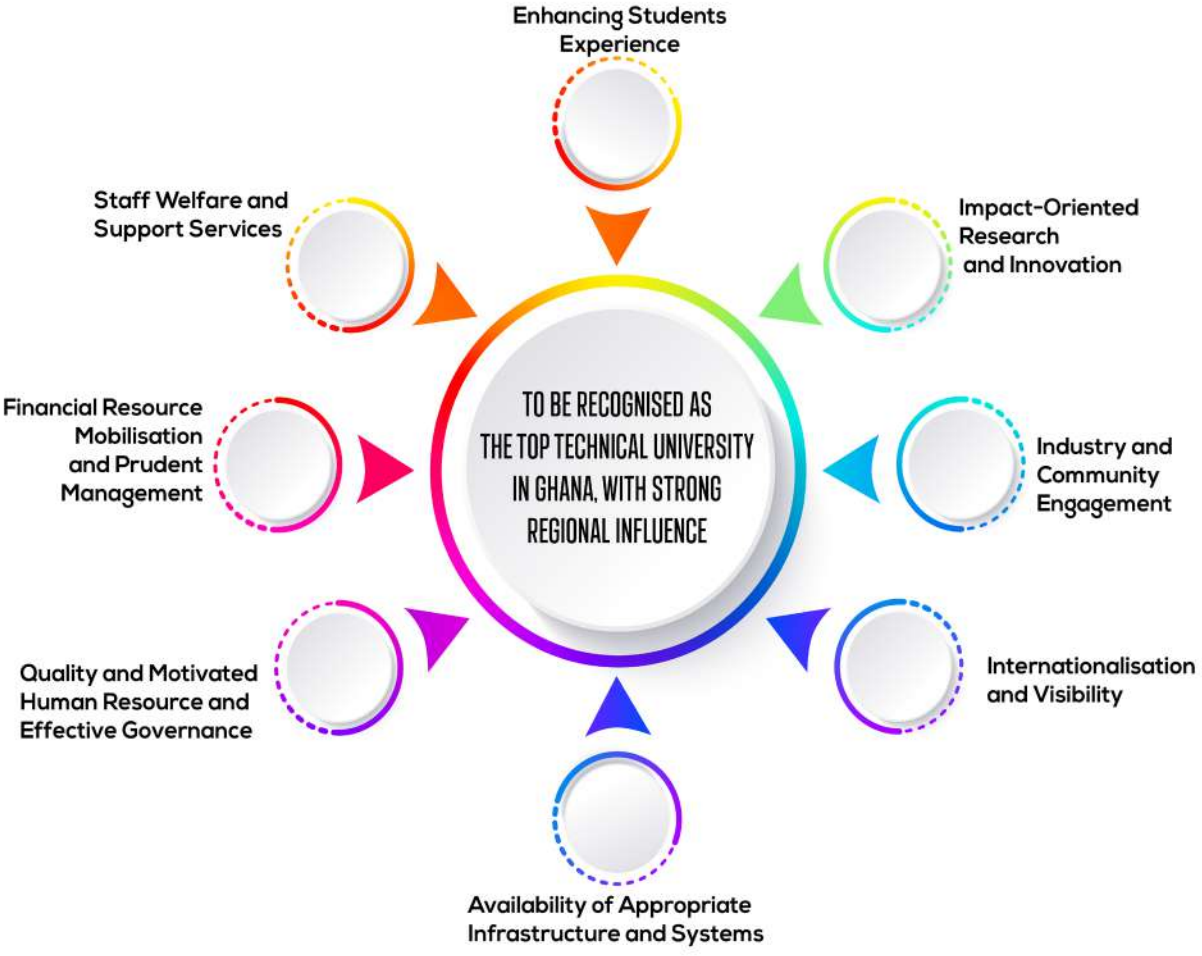
3. Excellence- **We educate and train competent and professional human resource to deliver excellent service.**

Mission

To advance technical knowledge by creating conducive environment for applied research, quality teaching and competency-based training, with high impact on industry and business creation.



Strategic Priorities













Enhancing Students Experience

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
1.1 Strengthen competency-based skills development in TVET by increasing the quality of delivery and access to career–relevant BTech, MTech and DTech Programmes	1.1.1 Develop and adopt an Academic Policy designed to equip learners with entrepreneurship and employability skills and values for the 21st Century and Fourth Industrial Revolution	Academic Policy document published on ATU website	Academic Board DPA
	1.1.2 Become CBT compliant i. Strengthen our capacity to deliver hands-on training to students ii. Provide CBT programmes with exit points at various levels (Certificate, Diploma, HND, and BTech) iii. Develop Diploma programmes to feed into BTech programmes iv. Develop programmes related to the institution's niche area (Biotechnology, Equipment Maintenance Technology, Chemical Engineering, etc) v. Develop the technical competencies of our students	Institution accredited with COTVET to run industry relevant CBT programmes: Short term (6 months-1 year) at proficiency and certificate levels Medium-term (1-2 years) at Diploma level Long-term (3-5 years) at BTech level 60:40 Science: Social Sciences and Humanities ratio	Pro VC Academic Deans Academic HoDs
	1.1.3 Conduct surveys to identify the training needs of specific sectors of industry	Annual Industry Training Needs Report	Dir., Industrial Liaison
	1.1.4 Develop and accredit curricula to meet Industry Training Needs. Where national or international standards exist, the programme will be evaluated to align with these standards	Two (2) BTech programmes developed and accredited at each department Fifteen (15) Postgraduate programmes developed and accredited in the University	Pro VC Dir., QAAP Academic Deans Academic HoDs
	1.1.5 Seek professional recognition and accreditation for all academic programmes where appropriate professional bodies exist	Number of programmes accredited by professional bodies	Pro VC Dir., QAAP Academic Deans Academic HoDs

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	1.1.6 Provide short courses designed to meet specific training needs of industry	Number of short courses	Dir., Bus. Devt. Academic Deans Academic HoDs
	1.1.7 Showcase the creativity and innovation of staff and students through an annual ATU skills competition and participate in National, Regional and International skills competitions	Number of entries received for the ATU skills competition Number of entries by ATU to National, Regional and International skills competitions Number of awards won at National, Regional and International competitions	Dir., DRIPTT Academic Deans Academic HoDs DPA
	1.1.8 Increase access to ATU academic programmes	25,000 student population by 2025 with: 5% of Postgraduates 5% fee-paying students 5% of students from disadvantaged secondary schools	Academic Deans Academic HoDs
	1.1.9 Establish a TVET Institute to run CBT and special programmes at certificate level	A TVET Institute established and offering training courses	Pro VC Dir., TVET
	1.1.10 Facilitate alumni engagments with students to serve as role models	Number of alumni engagements	DPA Dir., Industrial Liaison HoU Alumni Relations
1.2 Institute a scholarship scheme to support brilliant but needy students	1.2.1 Develop and adopt a Policy on Scholarships including that for supporting brilliant but needy students	Scholarship Policy developed and approved	Vice-Chancellor Registrar
	1.2.2 Identify brilliant but needy students for financial assistance	Number of students receiving financial assistance from ATU Total amount disbursed	Registrar DOSA Academic HoDs
1.3 Increase Female participation in Sciences, Technology, Engineering, and Mathematics Programmes (WISTEM)	1.3.1 Institute a scholarship scheme to support Female participation in Sciences, Technology, Engineering, and Mathematics Programmes (WISTEM) Encourage female enrolment in Sciences and Engineering programmes at ATU	Number of female students benefitting from the scholarship scheme Number and percentage of female students in STEM 50:50 Male: Female ratio in the total	Academic Board Academic Deans (STEM)

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
1.4 Enhance the employability skills of students through a Career and Skills Development Centre	1.4.1 Establish a Career and Skills Development Centre for students	A functional Career and Skills Development Centre	Pro VC
	1.4.2 Organise skills and entrepreneurship development workshops for students	Number of workshops per year Number of participants per year	Coordinator
1.5 Provide opportunities for skills development in innovative and emerging technologies	1.5.1 Develop and mount unique courses in innovative and emerging technologies	Number of courses per year Number of participants Number of sessions per year	Pro VC Academic Deans Academic HoDs
1.6 Enhance students' acquisition of high level employable and critical soft skills by forming cross-disciplinary groups for problem based learning projects	1.6.1 Develop a Framework for Cross-Disciplinary projects	Approved Framework for Cross-Disciplinary projects Number of capacity building workshops Number of participants	Academic Deans Academic HoDs
	1.6.2 Develop the capacity of staff and students to undertake Cross-Disciplinary projects		
1.7 Provide opportunities for extra-curricular activities	1.7.1 Develop Guidelines for the management of students groups	Guidelines for the management of students groups approved and published	DOSA
	1.7.2 Establish various groups for extracurricular activities on campus, including Sports Clubs, a University Choir, and a Cultural Troupe, etc.	Increased extracurricular activities on campus	DOSA
	1.7.3 Improve facilities that support extracurricular activities on campus	Refurbished facilities Resource institution-based groups e.g. University choir	Vice-Chancellor Registrar Dir., Works and Phys. Devt.
1.8 Improve the quality of teaching	1.8.1 Improve the teaching and learning environment	Adequate furniture Good sanitation Students' satisfaction with teaching	Pro VC Dir., QAAP Dir., Works and Phys. Devt.
	1.8.2 Provide comprehensive and relevant learning resources.	Lecture notes PowerPoint slides Web links Reference books	Pro VC Academic Deans Academic HoDs All Teaching Staff

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	1.8.3 Student-centred teaching and learning	Staff trained on student centred teaching and learning Quality of delivery and interaction with students by lecturers Adequacy of field trips, seminars, simulations, etc.	Dir., QAAP
	1.8.4 Provide modern teaching tools	Adequate teaching tools provided	Academic Deans Academic HoDs
	1.8.5 Build the capacity of staff to use effective pedagogy for teaching	Staff trained on the effective use of pedagogy for teaching	Dir., QAAP
	1.8.6 Provide adequate ICT support for teaching and examinations	Adequate ICT support provided for teaching Fully automated processing of examination records	Pro VC Dir., ICT Dir., QAAP
	1.8.7 Engage industry experts in the delivery of courses, and in curriculum development and review	More adjunct staff involved in the delivery of programmes	Pro VC Dir., Industrial Liaison Academic Deans Academic HoDs
1.9 Improve students' workplace-based learning experience	1.9.1 Conduct a general orientation as well as department specific orientations for students prior to industrial attachment	Department specific orientations conducted	Academic HoDs Dir., Industrial Liaison
	1.9.2 Make students attendance to the internship orientation programmes a requirement for the CA score for the Internship	CA scores awarded for attendance at orientation	Academic HoDs Dir., Industrial Liaison
	1.9.3 Collaborate with industry to place students appropriately based on their respective programmes of study.	Percentage of students who are placed according to their respective programme of study	Academic Deans Dir., Industrial Liaison
	1.9.4 Enhance the capacity of Programme Coordinators to collaborate effectively with the Industrial Liaison Office and Faculties	Guidelines developed for Department Programme Coordinators	Dir., Industrial Liaison
	1.9.5 Develop an online tool to improve the management of the Internship programme	A functional online internship management system	Dir., ICT

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
1.10 Improve security on campus for students	1.10.1 Collaborate with the appropriate agencies for advice on the deployment of access control systems to restrict access to hostels	Proposal on the use of access control points submitted	Dir., Works and Phys. Devt.
	1.10.2 Encourage the use of identification tags by staff and students	Number of staff and students using identification tags regularly	Dir., HROD DOSA
1.11 Improve students support services	1.11.1 Improve access to and the quality of student accommodation on and off campus	Total bed space on campus Number of students per room ≤ 4 Percentage of students accommodated on campus Suitable private hostels for students published on the ATU website Students satisfaction survey	DOSA DPA
	1.11.2 Improve access to and the reliability of information from the central administration to students	Students satisfaction survey	DOSA
	1.11.3 Improve the quality of existing and provide new social services on campus (banks, food service, etc).	Satisfaction survey Number of such facilities	Dir., Gen. Services
	1.11.4 Upgrade facilities at the University Clinic to improve Health Services on campus	Number of bed spaces Special services Number of diagnostics Number of full time professional staff Number of ambulances	Dir., Gen. Services
	1.11.5 Provide an Online Suggestion Platform (OSP)	Number of responses per year	DOSA
	1.11.6 Provide opportunity for students to engage in work-and-pay activities (Security, Cleaners, etc) on campus	Number of students engaged in work-and-pay activities on campus	DOSA
	1.11.6 Improve the handling of students' academic concerns, complaints and grievances by establishing an Ombuds Office under the Dean of Students Affairs	Establish an Ombuds desk at DOSA	DOSA
	1.11.7 Develop and implement a Gender Policy	Gender Policy available	DOSA

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	1.11.7 Establish a Students' Financial Services office under the Dean of Student Affairs	A functional Students Financial Services office under the Dean of Student Affairs	DOSA
	1.11.8 Improve assistance to international students for admissions, residency and other concerns	An international students desk established Level of assistance to international students	DOSA International Students Desk
	1.11.9 Improve Guidance and Counselling services to students by strengthening the capacity of the Guidance and Counselling Office and providing a web-based monitoring tool for Academic Counsellors	Level of awareness of students on the availability of counselling services on campus A Guidance and Counselling link on the ATU website Number of reports submitted by counsellors Students satisfaction survey	Dir., Guidance and Counselling Dir., ICT
	1.11.10 Improve the management of the SRC Complex to provide better services to students	A Policy on the management of the SRC Complex developed, approved and implemented A JCR Complex and other student-centred services established at the complex	DOSA SRC
	1.11.11 Develop a strategy to strengthen and expand the Halls System	A strategy to strengthen and expand the Halls System developed and approved	DOSA SRC
	1.11.12 Encourage interactions between Senior and Junior members at Department, Faculty, and Halls of residence levels	Number of formal interactions away from the lecture halls (excursions, dinners, etc)	DOSA
1.12 Improve Library services	1.12.1 Improve and increase the physical space available for library services	Total library seating capacity (main, faculty and department)	Academic Board University Librarian
	1.12.2 Provide a facility for E-resources and Research commons at the N Block	E-resource facility available	Dir., Works and Phys. Devt. University Librarian Dir., DRIPTT
	1.12.3 Support research by facilitating publications in high impact journals, including the APT Journal	A functional Institutional Repository Register the APT Journal with indexed academic journals, e.g. Elsevier's Scopus, Web of Science, etc.	University Librarian Dir., DRIPTT

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
1.12 Improve Library services	1.12.4 Establish an Institutional Repository and build the database with approved University research reports	Number of publications in indexed academic journals, e.g. Elsevier's Scopus, Web of Science, etc.	Dir., ICT University Librarian
	1.12.5 Improve the quality of ICT support to the library	Increase access time. Enhanced online library services Access to off-campus library services	Dir., ICT University Librarian
	1.12.6 Increase E-library subscriptions and support services	Number of subscriptions to reputable journals	University Librarian
	1.12.7 Procure more high-quality, relevant and up-to-date library collections	High-quality, relevant and up-to-date library collections available	University Librarian
	1.12.8 Improve access to library services	Reduced user facility ratio	University Librarian
	1.12.9 Establish partnerships with more resourced libraries	Number of active partnerships	University Librarian

1. ENHANCING STUDENTS EXPERIENCE

Develop and deliver quality programmes to prepare students for the world of work

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
1.13 Improve the processes involved in attracting, retaining and graduating top class students	1.13.1 Positively brand the institution and increase its global visibility to prospective applicants	Rank on the Webometrics Ranking of World Universities Rank on the Times Higher Education World University Rankings	DPA Dir., ICT
	1.13.2 Appoint Departmental representatives to generate departmental information to populate the University webpage.	Active webpage for each Department and programme	DPA Dir., ICT Academic HoDs
	1.13.3 Improve the ease of admission through a 100% online process	A 100% online admission process	Registrar Dir., ICT
	1.13.4 Actively participate in the promotion of TVET nationally at the secondary level by organising seminars, exhibitions, open day events, and developing online and social media contents targeted at secondary school students	Number of seminars, exhibitions and open day events for SHS students Number of enquiries from SHS students on the ATU social media and website content	DPA Academic HoDs
	1.13.5 Institute appropriate measures to reduce student attrition and enhance the progression and completion of students	Rate of student's attrition, progression and completion Degrees awarded	Pro VC Academic Deans Academic HoDs
	1.13.6 Establish an Honours Lists Policy that recognises and publicises students' outstanding academic achievements, to foster the mentoring of such students	Published Honours Lists Policy Published Semesterly a list of students on Honours Lists	Pro VC Academic Deans Academic Heads





Impact-Oriented Research and Innovation

2. IMPACT-ORIENTED RESEARCH AND INNOVATION

Drive impact-oriented research and innovation for national development

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
2.1 Strengthen the Directorate for Research, Innovation, Publication and Technology Transfer (DRIPTT) to spearhead donor engagement and staff training, to improve staff skills in grants attraction, research management, and intellectual property issues	2.1.1Develop relevant policies and documents for the management of Research, Innovation, Publication and Technology Transfer	Published policy	Dir., DRIPTT
	2.1.2 Organise staff training on Grants Proposal Writing, Research Management, Technology Development, Patenting and Intellectual Property	Number of grants applied for	Dir., DRIPTT Dir., QAAP
	2.1.3 Provide current information on calls for proposals for grants at the national and international level	Regularly updated list of links to websites on international grants	Dir., DRIPTT
2.2 Align the research agenda of ATU to national development priorities, and undertake industry and market-driven joint research to increase uptake of research findings	2.2.1 Faculty identifies community, national and international development needs	Number of departmental proposals submitted to Faculty Board	Dir., DRIPTT Academic Deans Academic HoDs
	2.2.2 Faculty identify research priority areas that are in sync with ATU academic programmes, in order to address community, national, and international development needs	Proposals approved by Faculty Boards	Dir., DRIPTT Academic Deans Academic HoDs
	2.2.3 Faculty forms multidisciplinary Research Groups and engage with appropriate stakeholders in the research priority areas to identify specific needs that can be addressed through applied research	Proposals from Research Groups approved by Faculty Boards	Dir., DRIPTT Academic Deans Academic HoDs
	2.2.4 Research Groups submit research proposals to the ATU Research and Innovation Fund (ARIF) or to external funding agencies for funding for research	Number of research proposals approved by Faculty Boards and submitted by Principal Investigators (PIs) to the ARIF or to external funding agencies for funding for research	Dir., DRIPTT Academic Deans Academic HoDs
	2.2.5 Research Groups manage the research in line with the ATU Framework on Research Management, and share the outcomes with stakeholders	Number of publications in indexed academic journals, e.g. Elsevier's Scopus, Web of Science, etc Number of technologies developed Number of technology transfers Number of patents	Dir., DRIPTT Academic Deans Academic HoDs

2. IMPACT-ORIENTED RESEARCH AND INNOVATION

Drive impact-oriented research and innovation for national development

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
2.3 Establish the ATU Research and Innovation Fund (ARIF) to increase support for the acceleration of innovation, technology development and technology transfer by staff	2.3.1 Develop a Framework to guide the operations of ARIF	ARIF Policy published on ATU website	Registrar Dir., DRIPTT
	2.3.2 Make budgetary allocations to the ARIF	Funds allocated annually to the ARIF	Dir., Finance
	2.3.3 Publish annual calls for proposals and award grants to approved proposals	Number of research proposals submitted to the ARIF Number of research projects funded from the ARIF Number of research projects successfully implemented Annual total dollar value of proposals submitted Number of proposals submitted annually	Dir., DRIPTT Academic Deans Academic HoDs
2.4 Nurture early-career academics to hone their skills in impact-oriented research, high impact publication, international networking and presentation	2.4.1 Identify early career academics and assign them to experienced academics and industrialists for mentorship	Number of Early Career Academics on mentorship Number of Early Career female academic staff on mentorship	Academic Deans Academic HoDs
	2.4.2 Establish the early career Researchers Forum	Career researchers forum established	Dir., DRIPTT
2.5 Improve the quality and number of facilities for applied research and technology transfer.	2.5.1 Conduct facility needs assessment for Applied Research and Technology Transfer.	Needs Assessment Report	Dir., DRIPTT
	2.5.2 Maintain existing and procure additional facilities in line with the needs assessment report	Number of items on Needs Assessment Report that have been procured Number of functional research facilities	Dir., DRIPTT
	2.5.4 Promote sharing of resources and facilities to promote interdisciplinary research.	Published list of research facilities at ATU	Dir., DRIPTT

2. IMPACT-ORIENTED RESEARCH AND INNOVATION

Drive impact-oriented research and innovation for national development

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
2.6 Increase publication of research outcomes	2.6.1 Balance staff time between teaching, research and community engagement	Reduced teaching loads and increased research and community engagement activities	Academic HoDs
	2.6.2 Facilitate publications in high impact journals, including the APT Journal	A functional institutional repository Register the APT Journal with Elsevier's Scopus database Number of publications in academic journals indexed by Elsevier's Scopus database	Dir., DRIPTT
	2.6.3 Establish an institutional repository and build the database with approved University research reports		
	2.6.4 Organise a biennial Applied Research and Technology Conference	Number of Applied Research Conference organised	Dir., DRIPTT
	2.6.5 Develop an incentive system to encourage staff research output and grants applications	Increased quality and output of grants applications and research publications	Dir., DRIPTT
2.7 Establish Centres of Excellence (CoE) to undertake high level research and innovation, and to provide training to stimulate technological advancement in specific sectors of industry	2.7.1 Pursue measures to enable staff increase the quality of research to enhance their international visibility	Number of publications in academic journals indexed by Elsevier's Scopus database	Dir., DRIPTT
	2.7.2 Identify critical long term needs of key sectors of the economy and society, and build the capacity of staff to undertake high level research and innovation, and to provide training in these areas	Increased quality and output of grants applications	Dir., DRIPTT
	2.7.3 Submit proposals to external agencies to source for funds for the CoE to undertake projects	Increased quality and output of research publications	Dir., DRIPTT





Industry and Community Engagement



3. INDUSTRY AND COMMUNITY ENGAGEMENT

Foster community engagement and serve as a technical and academic resource to our communities

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
3.1 Collaborate with Industry for research development and technology transfer	3.1.1 Sustain existing and establish new partnerships with industry partners	Number of industry partners collaborating with ATU	Dir., Industrial Liaison
	3.1.2 Secure placement for staff and students on internship in public and private sector organisations	Number and percentage of staff and students on industrial attachment	Dir., Industrial Liaison Academic Deans Academic HoDs
3.2 Engage industry experts to bridge the gap between Industry and Academia	3.2.1 Engage industry experts and professional bodies in the delivery of courses, and in curriculum development and review	Number of adjunct faculty from industry Number of courses delivered by adjunct faculty	PRO VC Academic Deans Academic HoDs
3.3 Enhance University-Community engagement	3.3.1 Sustain existing and establish new partnerships with community based organisations, local and traditional authorities	Number of active partnerships with community-based organisations Number of new partnerships established with community based organisations	Academic Deans Head, NCE
	3.3.2 Proactively engage with community based organisations, local and traditional authorities	Percentage of active community partnerships initiated by ATU	Head, NCE
3.4 Build community confidence in the capabilities of the University by engaging in activities that make significant contributions to the economic and social life of the communities	3.4.1 Faculty identify community needs in line with the Sustainable Development Goals (SDGs) and Africa Agenda 2063 targets	Departmental proposals submitted to Faculty Boards on identified community needs Number of community projects executed by ATU	Dir., DRIPTT Academic HoDs Head, NCE
	3.4.2 Faculty undertakes research and innova-tion-based community engagement activities aimed at empowering local communities, and meeting the Sustainable Development Goals (SDGs) and Africa Agenda 2063 targets	Number of research-based community engagement activities	Dir., DRIPTT Academic HoDs Head, NCE
3.5 Initiate and sustain the University's community engagement activities	3.5.1 Make students participate in community engagement activities which will count towards their credit requirements towards graduation	Number of community engagement activities Number of student participants	Academic Heads Head, NCE Dir. Bus. Devt.





Internationalisation and the Visibility of the University



4. INTERNATIONALISATION AND THE VISIBILITY OF THE UNIVERSITY

Develop key international collaborations to boost ATU's reputation and visibility

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
4.1 Strengthen existing linkages with other international institutions	4.1.1 Identify and document existing collaborations 4.1.2 Reactivate existing but dormant collaborations 4.1.3 Review and access untapped opportunities in existing collaborations 4.1.4 Review expired and renew relevant MoUs	Annual Report on the status of collaborations and MoUs Documentation on Existing Collaborations Number of expired MoUs Renewed Number of new joint projects initiated from existing collaborations	Registrar DIPIC
4.2 Establish new strategic linkages and strengthen existing ones at the national level	4.2.1 Review the profile of identified institutions and their linkages with other institutions 4.2.2 Identify opportunities for new collaborations 4.2.3 Establish MoUs with identified collaborators (e.g. GRATIS)	Number of new linkages established with other institutions at the national level	Head, NCE
4.3 Invite leading international scholars and entrepreneurs as mentors to give international lectures at ATU and foster beneficial networking with strategic external stakeholders	4.3.1 Identify stakeholders with strategic interests 4.3.2 Create opportunities to attract scholars and entrepreneurs to give public lectures 4.3.3 Honour scholars and entrepreneurs who partner the University internationally with Honorary degrees	Number of leading international scholars and entrepreneurs who delivered lectures/ seminars at ATU Number of Honorary degrees awarded	Dir., QAAP DIPIC
4.4 Maintain a high quality and diverse international student profile	4.4.1 Develop international programmes and short courses	Number of international programmes 5% of international students	DIPIC
4.5 Initiate and host students entrepreneurship competitions, and national and international technology fairs to increase the visibility of ATU	4.5.1 Facilitate the establishment of Student Entrepreneurship and Technology Clubs (e.g. ENACTUS) 4.5.2 Source for funds to support staff and students to participate in national and international technology fairs	Level of external funding support Number of competitions participated in Number of student participants Number of awards won	DRIPTT Head, NCE DOSA Coordinators

4. INTERNATIONALISATION AND THE VISIBILITY OF THE UNIVERSITY

Develop key international collaborations to boost ATU's reputation and visibility

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	4.5.3 Organise students to exhibit innovations and products at the national and international level	Number of innovative exhibits Number of National and International Fairs	Dir., DRIPTT DOSA
4.6 Inject creativity into the University's marketing and communication strategies to aggressively brand the University	4.6.1 Redefine the ATU Brand via a Corporate Identity Manual	University Corporate Identity Manual published on ATU website	DPA
	4.6.2 Improve the features and content of the University website	Number of hits on the ATU website	
	4.6.3 Roll out a creative Social Media strategy	Published Social Media Policy Number of followers and hits on the University's Social Media Platforms	
	4.6.4 Develop and effectively communicate ATUs Unique Selling Proposition and competitive advantage	ATUs Unique Selling Proposition and competitive advantage developed and effectively communicated through catchy taglines The brand ATU positively reinforced	
	4.6.5 Effectively communicate positive and compelling facts about ATU and motivational stories about its staff, students and alumni through various media outlets		
	4.6.6 Assist Faculties, Directorates and Departments to create interesting webpages on the ATU website	Interesting webpage for all academic and administrative units on the ATU website	Deans Directors HoDs Dir., ICT DPA
	4.6.7 Roll out interesting high quality audio and visual content about the University through various media outlets	Number of high quality audios and videos about the University on the internet, TV and radio	
	4.6.7 Organise outreaches to second cycle schools	Number of secondary schools visited through outreach programmes	
4.7 Build ATU brand as the leading TVET institution	4.7.1 invigorate and resource the alumni network to become involved in University activities, cam-pus-based services and inspire students involvement.	Leverage alumni expertise and accomplishments Annual Tracer studies report published	DPA Dir., Industrial Liaison HoU Alumni Relations
	4.7.2 Set up an alumni tracer mechanism that allows the University to remain in touch with its graduates and their career progression.		

4. INTERNATIONALISATION AND THE VISIBILITY OF THE UNIVERSITY

Develop key international collaborations to boost ATU's reputation and visibility

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
4.8 Increase the visibility of the University in the traditional media	4.8.1 Develop an Expert Guide Catalogue from faculty and administrators, stating their areas of expertise to speak on pertinent and topical issues to the media	A published database in the ATU Expert Guide	DPA DOSA
	4.8.2 Create opportunities for the VC to speak on public and strategic platforms	Percentage of VC's public engagements initiated by the University's Directorate of Public Affairs	
	4.8.3 Improve the operations of ATU FM radio station and establish a basic TV station for academic and administrative purposes	ATU FM and TV operational manuals developed and approved by Academic Board and Council ATU FM and TV operating in the University's catchment areas	
4.9 Champion corporate social responsibility programmes for the benefit of society and the visibility of the University	4.9.1 Encourage students associations to undertake community based programmes	Number of community based programmes undertaken by the University The University's observance of the international days widely publicised	DOSA Academic HoDs DPA
	4.9.2 Publicise the University's observance of annual international days, e.g. International Women's Day, International Day of Women and Girls in Science, International Civil Aviation Day, etc.		
	4.9.3 Develop and implement solutions to social and community problems		
4.10 Effectively market ATU to an international audience	4.10.1 Facilitate joint research and co-authorship with international collaborators	Number of co-authorships with international collaborators	DIPIC Academic HoDs
	4.10.2 Develop and implement a Recruitment Plan for International staff and students respectively	Percentage of international staff Percentage of international students	Dir., HROD DIPIC DPA
	4.10.3 Provide support to admitted international students to secure accommodation and residency permits Develop language and cultural adaptation programmes.	A Desk Officer appointed for international students Number of international students assisted	DOSA







Availability of Appropriate Infrastructure and Systems

5. AVAILABILITY OF APPROPRIATE INFRASTRUCTURE AND SYSTEMS

Develop and maintain infrastructure and systems that support ATU's Technical University Status

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
5.1 Conduct a needs assessment and develop a campus master plan for the Mpehuasem campus and a redevelopment plan for the Kinbu campus and Cantonments estate respectively	5.1.1 Conduct a Needs Assessment at the Mpehuasem Campus	Infrastructure Needs Assessment Report on the Mpehuasem Campus	Dir., Works and Phys. Devt.
	5.1.2 Develop a campus master plan for Mpehuasem	campus master plan for Mpehuasem	
	5.1.3 Conduct a Needs Assessment for the Kinbu campus and Cantonments estate respectively	Infrastructure Needs Assessment Report on the Kinbu campus	
	5.1.4 Develop proposals for the redevelopment of the Kinbu campus and Cantonments estate respectively	Redevelopment plans of Kinbu campus and Cantonments estate	
5.2 Improve and maintain existing, and provide additional facilities at the Kinbu campus and Cantonment estate respectively	5.2.1 Replace the Amphitheatre with a Multi-Storey Auditoria Complex	Commissioned Multi-Storey Auditoria Complex	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.2 Build new and refurbish existing classrooms, laboratories and workshops	Adequate number of classrooms, laboratories and workshops available	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.3 Retool laboratories and workshops	Number of retooled, laboratories and workshops	Academic Deans Dir., Procurement Dir., Works and Phys. Devt.
	5.2.4 Provide space for a Career Development Centre	A functional Career Development Centre	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.5 Provide space for an Innovation Centre	A functional Innovation Centre	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.6 Provide space for a recording studio for virtual classes	A functional recording studio	Dir., ICT Dir., QAAP
	5.2.7 Provide a facility for non-residential students	A functional facility for non-residential students	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.8 Initiate the design and construction of a new library complex	Approved architectural designs and estimates for the construction of a new library	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.9 Increase the coverage and improve the reliability and security of the campus Wi-Fi	Increased WiFi access on campus Improved access protocols to the campus Wi-Fi. Limited access to unauthorised users Capped size of data allocated to users. Improved management of the bandwidth	Dir., ICT

5. AVAILABILITY OF APPROPRIATE INFRASTRUCTURE AND SYSTEMS

Develop and maintain infrastructure and systems that support ATU's Technical University Status

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
5.2 Improve and maintain existing, and provide additional facilities at the Kinbu campus and Cantonment Estate respectively	5.2.10 Replace the HCIM-Auditorium Block with a multi-storey complex	A new multi-storey complex under construction	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.11 Refurbish and expand the services of the University Clinic	Increased bed spaces. Increased qualified staff Number of services provided Patients' attendance Approved architectural designs and estimates for the construction of a Clinic and Diagnostic Centre	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.12 Design and construct a multi-storey Clinic and Diagnostic Centre		
	5.2.13 Redesign entry and exit points of campus to improve security	Refurbished gates Installed CCTVs	Dir., Works and Phys. Devt.
	5.2.14 Redevelop the Cantonments Estates	New staff flats at Cantonments	Dir., Works and Phys. Devt.
	5.2.15 Provide a commercial hub on campus	Space provided for commercial services Number of commercial entities operating	Vice-Chancellor Dir., Works and Phys. Devt. Dir. Bus. Devt.
	5.2.16 Develop dedicated parking spaces	Separate parking spaces available for staff, students and visitors	Dir., Works and Phys. Devt.
	5.2.17 Increase residential facilities for staff	Number of new staff bungalows constructed Number of new staff flats constructed	Vice-Chancellor Dir., Works and Phys. Devt.
	5.2.18 Improve safe and sustainable water supply	Increased number of boreholes provided Reliable safe water supply	Dir., Works and Phys. Devt.
	5.2.19 Refurbish students residential facilities, staff offices, bungalows and roads	Refurbished students residential facilities, staff offices and bungalows Kilometres of refurbished roads	Dir., Works and Phys. Devt.
	5.2.20 Construct a building facility for public lectures or general assembly which shall be in the form of an auditorium	Percent seating capacity of the total student population	Dir., Works and Phys. Devt.
	5.2.21 Continuously refurbish and replace old furniture	Adequate and functional furniture	Dir., Works and Phys. Devt.
	5.2.22 Refurbish existing and provide additional sanitary facilities	Refer to GTEC standards in Appendix 1 for number of WCs and hand wash basins per student	Dir., Works and Phys. Devt.

5. AVAILABILITY OF APPROPRIATE INFRASTRUCTURE AND SYSTEMS

Develop and maintain infrastructure and systems that support ATU's Technical University Status

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	5.2.23 Incorporate energy efficient concepts and practices in the design, construction and utilisation of campus facilities	Reduction in energy consumption	Dir., Works and Phys. Devt. Facility Supervisors
5.3 Improve and maintain existing, and provide additional facilities at the Mpehuasem	5.3.1 Design and construct facilities in the Campus Master Plan	Construction projects at various stages of development	Vice-Chancellor Dir., Works and Phys. Devt.
	5.3.2 Procure additional land for future expansion	Total University land area at Mpehuasem	Vice-Chancellor Dir., Works and Phys. Devt.
	5.3.3 Improve sustainable water supply	Increased number of boreholes provided Reliable water supply	Dir., Works and Phys. Devt.
	5.3.4 Provide reliable and secure campus Wi-Fi	Improved Wi-Fi coverage and signal strength	Dir., ICT
5.4 Improve the physical environment on our campuses	5.4.1 Enhance the aesthetics on the University campuses	Landscaped campus and frontage Ornamental structures and artwork Campus maps and directional signs	Dir., Works and Phys. Devt.
	5.4.2 Implement strategies for Sanitation and Waste Management in order to reduce all forms of physical pollution on campus	Reduced tonnage of waste generated on campus	HoD, Environment
	5.4.3 Implement strategies to improve the level of cleanliness on campus	Regularity of cleaning Number of complaints	HoD, Environment
5.5 Deploy ICT enhanced systems to efficiently manage operations and services on our campuses	5.5.1 Provide state of the art ICT based tools for teaching and learning activities	Interactive screens. Virtual Laboratories Online Learning Management System Automated room scheduling system for Lecture and Examinations timetabling	Dir., ICT Academic Deans Examinations Officer
	5.5.2 Deploy ICT-enhanced systems to improve non-academic operations	A functional staff and student's attendance monitoring system Smart systems for the management of Energy, Water, Security, Asset Tracking, and Safety Alerts	Dir., ICT Dir., HROD Dir., QAAP

5. AVAILABILITY OF APPROPRIATE INFRASTRUCTURE AND SYSTEMS

Develop and maintain infrastructure and systems that support ATU's Technical University Status

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
5.6 Incorporate sustainability concepts in the design, development, and management of the campuses to minimise the impacts of campus activities on the environment	5.6.1 Implement methods to continuously reduce energy and water consumption and waste generation	Approved guidelines on the management of pollution Reduction in energy consumption Incorporation of sustainability features and principles into existing and new buildings Increased use of renewable energy such as solar and biomass energy	Dir., Works and Phys. Devt.
	5.6.2 Effectively manage the biodiversity of the natural environment	Increased green cover on campus	Dir., Works and Phys. Devt.
	5.6.3 Optimise land use on campus	New buildings constructed more upward than outward Synergies created between new and existing buildings	Dir., Works and Phys. Devt.
5.7 Improve the preparedness and resilience of the campuses to the impacts of emergency situations such as pandemics and disasters	5.7.1 Develop and implement guidelines for effectively managing emergency situations on campus	Approval and implementation of the following guidelines: i. Ecosystem Services Guidelines ii. Campus Resilience Plans iii. Continuity-of-Operations Plan iv. Emergency Response and Evacuation Plans • Shelter-in-Place Procedures • Crisis Communication Plan (CCP)	Registrar Dir., Works and Phys. Devt.
	5.7.2 Provide adequate infrastructure for disaster management	Disaster management facilities available, for example, Fire Station, Police Post, etc.	Dir., Works and Phys. Devt.







Quality and Motivated Human Resources and Effective Governance

6. QUALITY AND MOTIVATED HUMAN RESOURCES AND EFFECTIVE GOVERNANCE

Attract, develop and retain high quality and motivated human resources at all levels, and promote efficient governance for effective service delivery

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
6.1 Attract, retain and support talented staff to create a world-class University	6.1.1 Analyse organisational objectives and determine the human capital needed to achieve them	Report submitted	Dir., HROD
	6.1.2 Develop a Human Resource Action Plan for achieving organisational objectives	Human Resource Action Plan available	Dir., HROD
	6.1.3 Roll out the Human Resource Action Plan in phases to help minimise potential employee resistance to the process	Report on phased implementation available	Dir., HROD
	6.1.4 Positively brand the institution and increase the visibility to potential staff	Links available on the ATU website projecting positive outlook of the institution	DPA
	6.1.5 Recruit qualified staff in line with job requirements	Qualified staff at all levels in line with regulatory requirements	Dir., HROD
	6.1.6 Develop a University Welfare Policy	Approved University Welfare Policy	Registrar
	6.1.7 Improve Guidance and Counselling services to staff	Number of staff availing the Guidance and Counselling services	Dir., Guidance and Counselling
	6.1.8 Recognise achievements and reward deserving staff and units	Published criteria for staff awards Annual Staff and Units awards	Dir., HROD Dir., QAAP
6.2 Accelerate Staff Development at DTech/PhD level	6.2.1 Establish active linkages with reputable institutions for staff development at DTech/ PhD level locally, externally and by split site	Number of active linkages with reputable institutions for Staff Development at DTech/PhD level	DIPIC
	6.2.2 Conduct Training Needs Assessment for different categories of staff	Approved Training Needs Assessment Report	Dir., HROD
	6.2.3 Sponsor staff to pursue higher academic programmes	Number of sponsored staff	Deans HoDs Dir., HROD
6.3 Vigorously nurture future leadership through structured and systematic training of all categories of staff	6.3.1 Develop a Succession Plan Guideline for all levels of staff for all units of the University	Published Succession Plan Guideline for all units of the University	Registrar
	6.3.2 Identify high-performing staff and provide them the opportunity to develop their abilities	Identified staff provided with: i. Leadership training ii. Increased delegation of assignments	Dir., HROD

6. QUALITY AND MOTIVATED HUMAN RESOURCES AND EFFECTIVE GOVERNANCE

Attract, develop and retain high quality and motivated human resources at all levels, and promote efficient governance for effective service delivery

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	6.3.3 Nurture staff to qualify to apply for promotion or upgrading	i. Number of qualified staff promoted or upgraded ii. Percent of Senior Assistant Registrars and Deputy Registrars in the Registry	Registrar Dir., HROD Deans HoDs
	6.3.4 Nurture academic staff for promotion to meet the national quota for Professors, Associate Professors, Senior Lecturers and Lecturers in the University	Refer to the GTEC requirements for percent of Professors, Associate Professors, Senior Lecturers and Lecturers	Academic Deans Academic HoDs
	6.3.5 Nurture administrative staff to meet the requirement for promotion to meet the national quota for Senior Administrative staff for Universities	Number of Deputy Registrars, Senior Assistant Registrars, etc and analogous officers	Vice-Chancellor Registrar Dir., HROD
	6.3.6 Support female staff to develop successful careers and move into leadership positions	Number of females in management positions	HoDs Dir., HROD
6.4 Institutionalise the mentoring of staff and support female staff to develop successful careers and move into leadership	6.4.1 Develop a Staff Mentoring Policy	Published Staff Mentoring Policy	Registrar
	6.4.2 Identifying appropriate mentors and pair them with mentees in accordance with the Staff Mentoring Policy	Number of Mentor-Mentee relationships	HoDs Deans Directors Dir., HROD
	6.4.3 Organise training for Mentors	Mentors training programme organised biannually	Dir., QAAP Dir., HROD
	6.4.4 Submit annual reports on mentoring activities	Number of reports	HoDs
6.5 Improve staff performance through Staff Performance Planning, Review and Appraisal	6.5.1 Set annual goals and strategies for the institution, functional units, and individual staff	By January each year	Pro VC Deans Directors HoDs

6. QUALITY AND MOTIVATED HUMAN RESOURCES AND EFFECTIVE GOVERNANCE

Attract, develop and retain high quality and motivated human resources at all levels, and promote efficient governance for effective service delivery

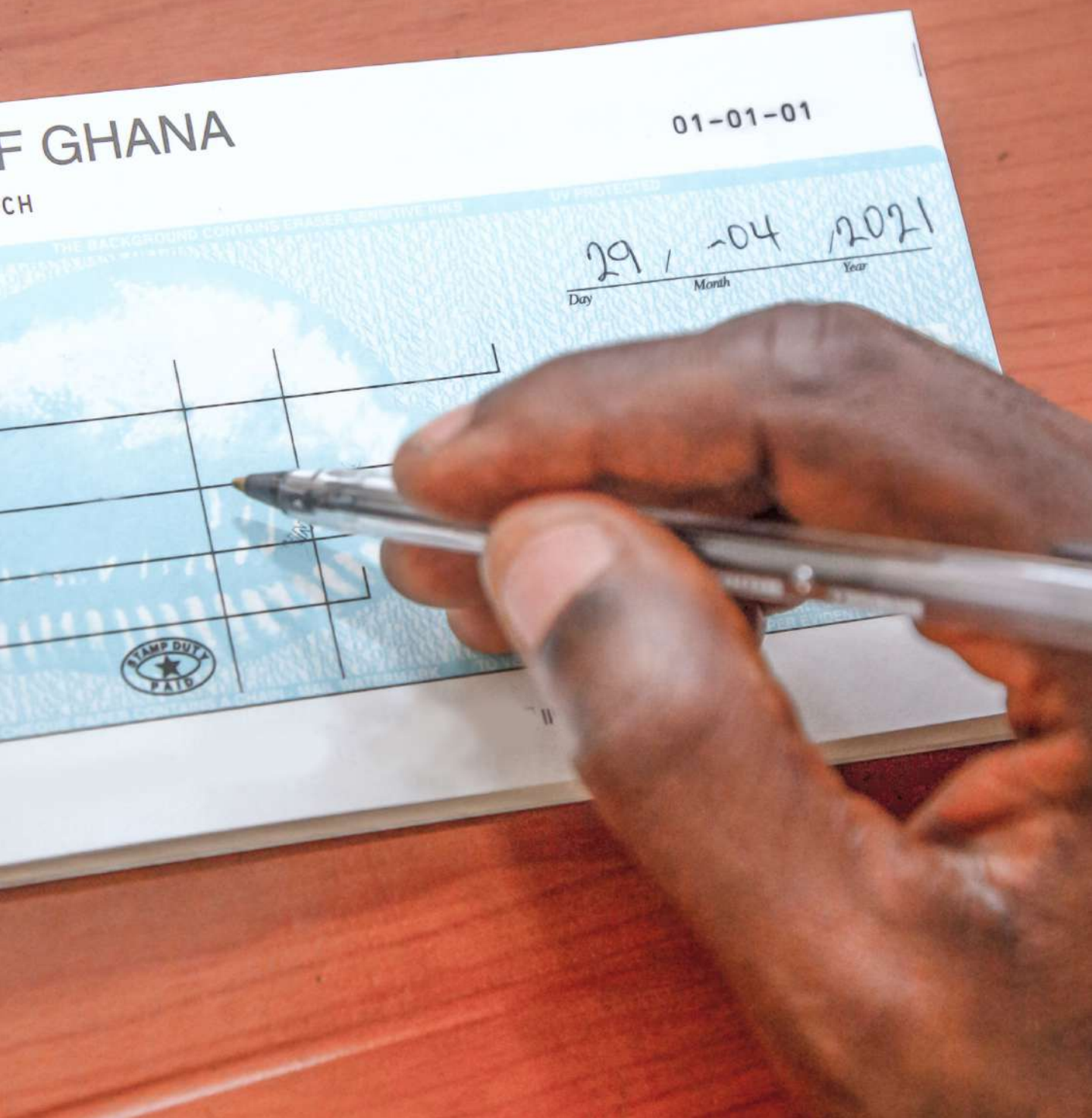
OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	6.5.6 Implement a fully-automated system for Monitoring and Evaluation of Strategic Plan, Operational Plans, Work Plans and Individual Performance Plans	A fully-automated Result-Based Monitoring and Evaluation system developed and deployed Performance Appraisal Reports Annual Monitoring and Evaluation Reports	Dir., ICT Dir., QAAP Dir., HROD
6.6 Quality Assurance	6.6.1 Conduct Monitoring and Evaluation of University activities	Annual Monitoring and Evaluation Reports Quarterly reports on the safety quality of air, water, food and facilities on campus	Dean, FoE Dir., Works and Phys. Devt. HoD, SLT M & E Team
	6.6.2 Faculties and Departments Quality Assurance Subcommittees submit Self-Evaluation Reports	Annual Self-Evaluation Reports of Faculties and Departments available	Deans HoDs Dir., QAAP
	6.6.3 Implement measures to improve the compliance of teaching staff to approved teaching and project supervision schedules in line with recommendations from Quality Assurance	Improved compliance of teaching staff to approved teaching and project supervision schedules	Deans
	6.6.4 Develop a tool to conduct Students Satisfaction Surveys and conduct	Approved tool for Students Satisfaction Surveys Annual Students Satisfaction Survey Report	Dir., QAAP
	6.6.5 Continuously monitor and analyse policies and developments related to the higher education sector including funding, and submit a report	Annual report on Developments in the Higher Education Sector and the Implications for ATU	Dir., QAAP
	6.6.6 Publish annual reports on the statistical analyses of data on students, staff, and infrastructure	Annual statistical report on students, staff, and infrastructure at ATU	Dir., QAAP
6.7 Compliance	6.7.1 Enact policies and procedures for all functional areas of the University	Percentage of functional areas with approved policies	Registrar
	6.7.2 Train and educate staff on compliance issues	Staff training reports available	Dir., HROD Dir., QAAP

6. QUALITY AND MOTIVATED HUMAN RESOURCES AND EFFECTIVE GOVERNANCE

Attract, develop and retain high quality and motivated human resources at all levels, and promote efficient governance for effective service delivery

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	6.7.3 Perform compliance self evaluation and submit report	Quarterly self evaluation reports available	Dir., Procurement HoD, Estate HoD, Environment
	6.7.3 Provide continuous management advisory services and support regarding compliance assurance activities, using a risk-based approach	Number of compliance breaches in audit report	Dir., Internal Audit Dir., Legal Affairs
6.8 Foster a culture of inclusiveness	6.8.1 Create an environment of equal opportunities for members of the University without regard to ethnicity, sex, race, religious belief or political affiliation	Number of complaints related to ethnicity, sex, race, religious belief or political affiliation	Vice-Chancellor Registrar Deans Directors HoDs
	6.8.2 Actively engage with staff groups to enhance organisational harmony	Regular meetings with Unions and student leadership	Vice-Chancellor
	6.8.3 Foster transparency by enhancing communication to staff and students	Regular updates on major decisions	Registrar DPA
6.9 Review and develop institutional policies to make them more effective	6.9.1 Review and formulation of policies and guidelines for all areas of governance	Published Policies and Guidelines	Registrar
	6.9.2 Disseminate information on all policies and guidelines to the community	Sensitisation workshops	Dir., HROD
6.10 Enforce compliance with the institution's policies, rules and regulations	6.10.1 Develop a framework for M & E	Published M & E framework	Dir., QAAP
	6.10.2 Strengthen the capacities of units and departments for monitoring programmes and activities	Training workshops on M & E framework M & E reports	Dir., QAAP
	6.10.2 Subject the activities and programmes of the University, Departments and Units to Audits and M & E	i. Annual M & E Report on the ATUSP ii. Quarterly Internal Audit Reports iii. Annual Verification Report on Grades of Newly Admitted Students iv. Semester Verification Reports on Examination Scripts v. Verification Report on Certificates of Newly Engaged Staff	Dir., Internal Audit Dir., QAAP

Financial Resource Mobilisation and Prudent Management



7. FINANCIAL RESOURCE MOBILISATION AND PRUDENT MANAGEMENT

Intensify financial resource mobilisation and practice prudent financial management

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
7.1 Improve financial resource mobilisation	7.1.1 Increase donor funding and contract research	Level of funding from donors Level of funding from contract research	Vice-Chancellor DRIPTT
	7.1.2 Leverage private financing for infrastructure development from i. Financial institutions ii. Private investors for PPP	Increased funding from external development partners Increased funding from contract research Sustainable sources of funding for infrastructural development available	Vice-Chancellor Dir., Finance
	7.1.3 Increase enrolment through Professional and other Short courses, Modular, Weekend, Sandwich, Distance, etc.	Number of students enrolled on Professional Short, Modular, Weekend, Sandwich, and Distance courses Percentage increase in enrolment on Professional Short, Modular, Weekend, Sandwich, and Distance courses	Academic Deans Academic HoDs
	7.1.4 Improve the efficiency of existing production units and establish new ones	Approved Operational Document for Production Units Number of proposals for new commercial ventures Number of sustainable Production Units generating IGF Increased percentage of University funds from IGF	Dir., Bus. Devt.
	7.1.5 Develop operational documents to formalise the management of production units including the following: Cafeteria, Auto workshop, ATU Lodge, Bookbinding, Furniture, Welding, Souvenir Shop, SLT-MLT Production Unit, Refrigeration and air condition		
	7.1.6 Rent out facilities (Auditorium, Classrooms, Canopies, Shops, Hostels, Sports facilities, Scaffold, etc)	IGF from facility rentals	Dir., Gen. Services HoD, Estates
	7.1.7 Provide a commercial hub on campus	Space provided for commercial services Rent income generated Number of commercial entities operating	Vice-Chancellor Dir., Works and Phys. Devt. Dir., Bus. Devt.
	7.1.8 Attract more international students through vigorous publicity, education fairs and advertisement	Number of enrolled international students	DPA DIPIC
	7.1.9 Pursue GETFund support for infrastructure, equipment and vehicles	Level of GETFund support	Vice-Chancellor Dir., Finance

7. FINANCIAL RESOURCE MOBILISATION AND PRUDENT MANAGEMENT

Intensify financial resource mobilisation and practice prudent financial management

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	7.1.10 Develop a Policy on Revenue Generation, including a reward system	Approved Policy on Revenue Generation	Dir., Finance
7.2 Practice prudent financial management	7.2.1 Develop guidelines and a schedule on committee meetings	Published University Schedule of Meetings	Registrar
	7.2.2 Develop guidelines and a schedule for the preparation of the University budget	Published guidelines and a schedule for the preparation of the University budget	Dir., Finance
	7.2.3 Develop guidelines and a schedule for the preparation of the University Procurement Plan	Published guidelines and a schedule for the preparation of the University Procurement Plan	Dir., Procurement
	7.2.4 Monitor and evaluate the implementation of the budget	Quarterly Variance Reports	Dir., Finance Deans Directors HoDs
	7.2.5 Train staff and implement strategies on Risk Management, Procurement and Lean Management	Number of staff trained	Dir., HROD Dir., Internal Audit Dir., Procurement
	7.2.6 Increase revenue from the investment of idle funds	Percentage increase in revenue from the investment of idle funds	Dir., Finance



Staff Welfare and Support Services

8. STAFF WELFARE AND SUPPORT SERVICES

Provide service, facilities and amenities to improve the health, morale and performance of staff in healthy and peaceful surroundings

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
8.1 Improve the health and safety of staff	8.1.1 Provide staff with: i. Safe and secure working environment ii. Disability friendly environment iii. Emergency procedures and drills iv. PPE	SOPs and Safety Manuals available Clearly marked emergency exits and assembly points available Infection control and waste disposal procedures available	Dir., Gen. Services Health and Safety Committee Medical Officer In Charge, University Clinic
	8.1.2 Conduct periodic health checkups for all staff	Number of staff attending health checkup annually	Dir., Gen. Services Health and Safety Committee Medical Officer In Charge, University Clinic
	8.1.3 Improve the availability and quality of tools and technologies used by staff to perform their duties	Adequate quality tools and technologies available to staff	Deans Directors HoDs
	8.1.4 Establish a Health and Safety Department	A functioning Health and Safety office	Dir., Gen. Services
	8.1.5 Develop a Health and Safety Policy	Published Health and Safety Policy	Registrar
	8.1.6 Improve the safety of the working environment of staff	Number of industrial accidents	Health and Safety Committee
8.2 Improve social amenities for staff	8.2.1 Provide space for a commercial centre on campus	Space provided for commercial activities	Vice-Chancellor Dir., Works and Phys. Devt.
	8.2.2 Provide a fully-functional modern hospital on campus	A modern hospital established and functioning on campus	Vice-Chancellor Dir., Works and Phys. Devt.
	8.2.3 Provide a Senior Staff Club House	A fully-functional Senior Staff Club House	Vice-Chancellor Dir., Works and Phys. Devt.
8.3 Improve municipal services to staff	8.3.1 Provide sustained water and electricity supply	More reliable electricity and water supply	Dir., Works and Phys. Devt. HoD, Energy Mgt.
	8.3.2 Improve waste management at staff residences	Less waste accumulation on campus	HoD, Environment and Sanitation
8.4 Provide improved direct support services to staff	8.4.1 Provide the opportunity and support for all employees to increase physical activity	Number of participants at staff games and recreational activities	HoD, Sports
	8.4.2 Raise awareness of healthy lifestyle options and support these in the workplace	Number of participants at health talks	Dir., Health Service Dir., HROD
	8.4.3 Develop policies and procedures and provide facilities to support employees who are unwell	Policies and procedures on Staff-wellbeing available Access to physiotherapy, rehabilitation, occupational health facilities	Dir., HROD Dir., Works and Phys. Devt.
	8.4.4 Support the opportunity for healthy affordable food choices via on-campus outlets and facilities	On-campus healthy food outlets and facilities	HCIM ATU Akwaaba Lodge

8. STAFF WELFARE AND SUPPORT SERVICES

Provide service, facilities and amenities to improve the health, morale and performance of staff in healthy and peaceful surroundings

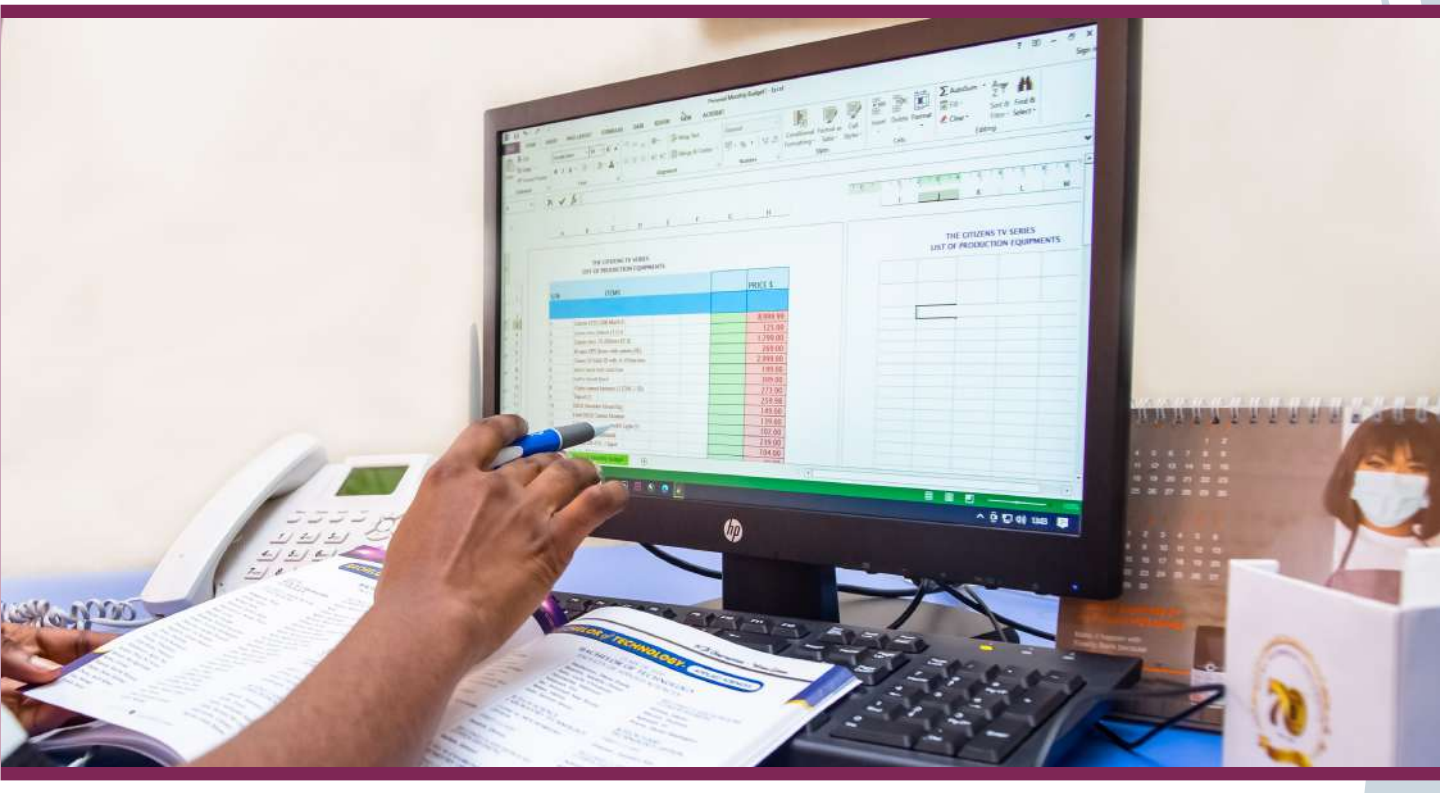
OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
8.4 Provide improved direct support services to staff	8.4.5 Ensure staff work and life balance policies, including leave, flexible working, etc., align with best practice	Reviewed Staff Work and Life Balance policies	Dir., HROD HoD, Sports
	8.4.6 Encourage civic and community engagement to improve a sense of belonging and create strong links within the wider community	Staff community volunteering activities	Dir., HROD Head, NCE
	8.4.7 Promote a culture of zero tolerance for bullying and harassment	Zero incidences of bullying and harassment	Vice-Chancellor Dir., HROD
	8.4.8 Ensure that Reward and Benefits policies provide opportunities to support employees at all stages of their career	Approved and published Reward and Benefits policies	Vice-Chancellor Dir., HROD
8.5 Reduce the incidents of thefts and security threats on campus	8.5.1 Develop a security policy and strategy for approval	Approved security policy and strategy	Dir., Gen. Services Security Committee
	8.5.2 Enhance the proactiveness and deterrence of the security setup on campus	Decreased number of crimes committed Increased number of crimes prevented Increased number of arrests Increased responses to Anti-social behaviour Decreased cost of crime	Dir., Gen. Services Security Committee Head, Security
	8.5.3 Improve the professionalism and efficiency of security staff		
	8.5.4 Improve the responsiveness of the security setup to incidents on campus		
	8.5.5 Improve communication between Security Management and campus community		
8.6 Enhance the proactiveness and deterrence of the security setup on campus to minimise crime and incidents and their effects on the University community	8.6.1 Increase the conspicuousness and visibility of security equipment	Number of Notices advising everyone entering campus that they are appearing on camera Number of conspicuous CCTV cameras	Dir., Gen. Services Security Committee Head, Security
	8.6.2 Increase CCTV coverage on campus	Percentage of CCTV coverage on campus	Dir., Works and Phys. Devt.
	8.6.3 Deploy a Voice Alert System for relaying information from the Central Control Room to various areas on campus	Functional Voice Alert System coverage on campus	Dir., ICT Head, Security

8. STAFF WELFARE AND SUPPORT SERVICES

Provide service, facilities and amenities to improve the health, morale and performance of staff in healthy and peaceful surroundings

OBJECTIVES	STRATEGIES	KPI	RESPONSIBILITY
	8.6.4 Improve lighting on streets and in buildings	Improved campus illumination	Dir., Works and Phys. Devt. Head, Energy Mgt.
	8.6.5 Develop and deploy an online registration system for on-campus residents (Staff and family members, resident students, official visitors temporarily housed on campus, etc)	An online registration system for on-campus residents developed and deployed	Dir., Gen. Services HoD, Comp. Science
		On-campus residents registered onto the system	Dir., Gen. Services Head, Security
		On-campus registration system updated quarterly	Dir., Gen. Services Head, Security
	8.6.6 Make campus security staff more visible	Increased number of security staffing per shift Increased number of patrolling visits to locations per shift per operator	Dir., Gen. Services Head, Security
8.7 Improve the professionalism and efficiency of security staff	8.7.1 Institute an annual mandatory training for security staff	Annual report on security staff evaluation	Dir., Gen. Services Head, Security
	8.7.2 Develop and implement a performance standard for security staff	A performance standard for security staff approved and implemented	Dir., Gen. Services Head, Security
8.8 Improve the responsiveness of the security setup to incidents on campus	8.8.1 Maximise the role of the Central Control Room through the use of technology	CCTV coverage on campus Percentage of Voice Alert System coverage on campus Number of on-duty staff with Walkie Talkies	Dir., Gen. Services Head, Security
8.9 Improve communication between Security Management and the campus community	8.9.1 Create a line management for security that is closely linked to other operational areas	Assigned persons with additional duties as department Security Coordinators	Dir./ Gen. Services
	8.9.2 Improve information flow from Security Management to all levels of staff and to students	Daily Security Reports from individual security staff to Head of Security Weekly Security Reports to Management Number of Voice Alerts Number of SMS and email alerts	Dir., Gen. Services Head, Security

Strategic Plan Implementation and Monitoring



Implementation

The Vice-Chancellor shall initiate the implementation process by the end of September prior to the year of implementation, and after the approval of the University's Annual Budget.

University Operational Plans

The Vice-Chancellor shall by the end of October each year, in consultation with the Executive Committee develop the University's Annual Operational Plan. The Operational Plan shall be linked to the funding agreements in the approved University Annual Budget and shall clearly define the Key Results Areas (KRAs), Key Performance Indicators (KPIs), targets, and required resources.

Faculty, Directorate, and Department Work Plans

Deans and Directors shall by the end of the first week of November each year, and in consultation with their respective Heads of Departments use the Annual Operational Plan to create Work Plans for their respective Faculties and Directorates. The Work Plan shall clearly define Key Performance Indicators (KPIs), targets, and required resources.

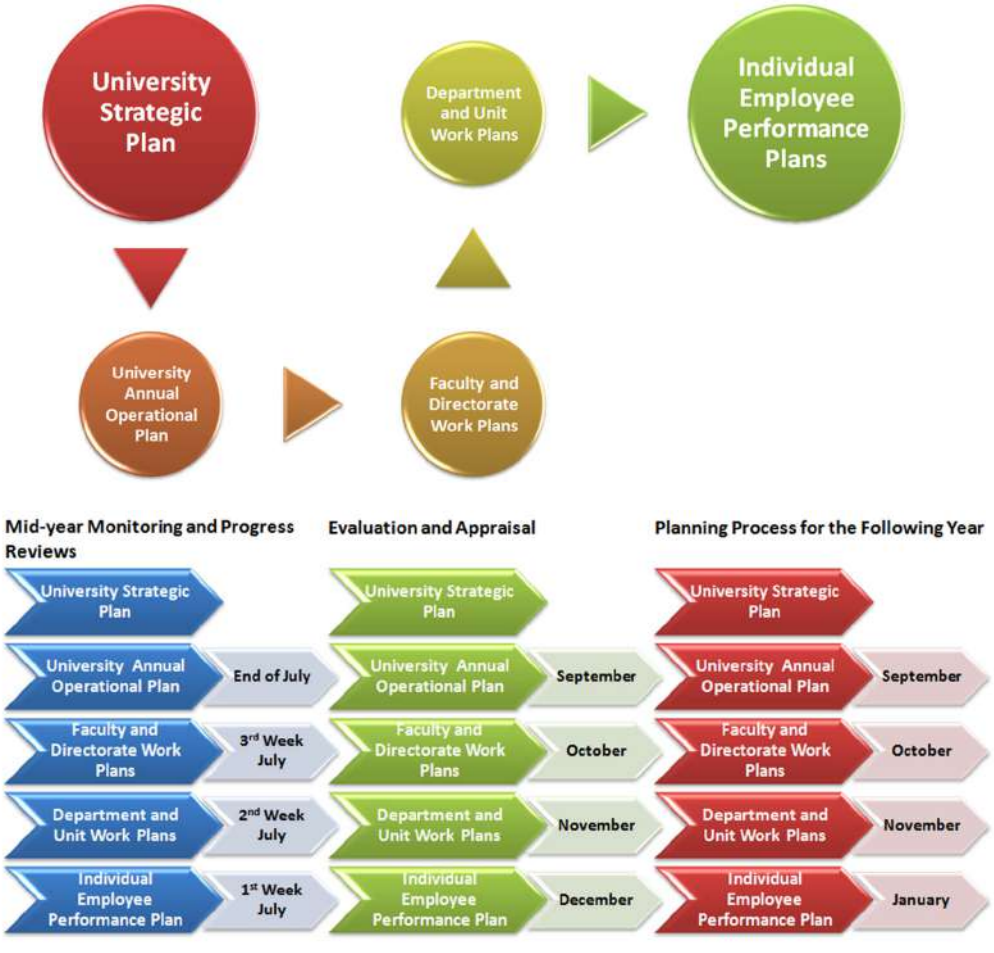
Following the approval of Work Plans of Faculties and Directorates, Heads of Departments in consultation with their respective Heads of Units shall prepare their respective Department Work Plan by the end of the third week of November each year. The Work Plan shall clearly define Key Performance Indicators (KPIs), targets, and required resources.

Individual Performance Plans

Heads of Departments and Heads of Units shall then use the approved Department Work Plan to assist individual staff to develop their Performance Plan for the year by setting individual performance targets and KPI's, as well as determining the resources and competencies required to achieve these. This shall be completed by the end of the second week of January each year.

Monitoring and Progress Review

There shall be in July each year, a formal Mid-Year Review Assessment and progress review meetings to ensure that set targets are being achieved, and that the University Operational Plan; Faculty, Directorate, Department and Unit Work Plans; and Individual Performance Plans are on course, and to adjust targets if necessary.



Evaluation and Appraisal

There shall be a formal end-of-year Evaluation and Performance Appraisal to determine the targets achieved for the Strategic Plan; Operational Plan; Faculty, Directorate, Department and Unit Work Plans; and Individual Performance Plans. This phase shall take place concurrently with the planning process for the following year.

Review of the Strategic Plan

The ATU Strategic Plan is a living document which provides a framework for decision making, programming, budgeting, and internal evaluation. Because ATU operates within the rapidly evolving higher education and academic environments, it is important for the document to be able to respond positively and aggressively to such changes. Therefore, the Plan's strategic directions will be constantly reviewed. Changes in the plan, however, will balance longer term objectives against more immediate issues.

Units wishing consideration for particular reviews in the plan should submit their recommendations in writing to the Academic Board as part of the end-of-year Evaluation and Performance Appraisal.

In addition, a review of the University's external and internal environment shall be conducted by QAAP as part of the end-of-year Evaluation and Performance Appraisal. Based on this, the Academic Board may propose revisions to strategic directives and submit to Council.

The process for the preparation of a new Strategic Plan will start not later than one year to the expiration of the current Strategic Plan and this shall be initiated by the Vice-Chancellor.

STRATEGIC PLAN COMMITTEE

2021 – 2025

Members

1.	**Prof. Samuel Nii Odai (PhD)**	Vice-Chancellor	Chairman
2.	**Prof. Amevi Acakpovi (PhD)**	Pro Vice-Chancellor	Member
3.	**Mrs. Sylvia Beatrice Oppong-Mensah**	Registrar	Member
4.	**Mr. Frank Owusu Boateng**	Director, Finance	Member
5.	**Prof. Edmund Ameko**	Former Pro VC	Member
6.	**Mr. Adu-Adjei Mensah**	Former Registrar (Ag.)	Member
7.	**Mr. Martin Owusu Amoamah**	Dean, Student Affairs	Member
8.	**Mrs. Vivian Biney-Aidoo**	Dean, FAA (Ag.)	Member
9.	**Dr. Henry Hackman**	Director, QAAP	Member
10.	**Mr. Edwin Mends Brew**	Former Director, RIPTT	Member
11.	**Dr. Sylvester Hatsu**	Director, ICT (Ag.)	Member
12.	**Mr. Lloyd Sydney Abbey**	HOD, Energy Mgt.	Member
13.	**Rev. Abraham Quarcoo**	Former HOD, HCIM	Member
14.	**Ms. Fausta Kilian Ganaa**	Director, Public Affairs (Ag.)	Member /Secretary

