



Ghana Christian University College

STRATEGIC PLAN

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‘It Can Be Done’ Strategic Plan
2017 - 2022

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GHANA CHRISTIAN UNIVERSITY COLLEGE

‘It Can Be Done’ Strategic Plan 2017 - 2022

Our Vision

To be Africa’s leading Christian research university recognised globally for producing competent, selfless and transformational leaders.

Our Mission

Developing an exciting academic environment where tomorrow’s most sought-after leaders are nurtured and equipped with a purpose-driven mindset to transform their communities and the organisations which they serve.

Our Values

Speed
Honesty
Innovation
Nerve
Excellence

Opportunities

- The University’s focus on science and technology education opens it for acceptance by the National Accreditation Board, Ghana, and provides a solid foundation for significantly increasing funding and expanding corporate relationships.
- Multimedia technology represents an opportunity to develop new and more effective, creative and exciting ways of learning.
- The readiness of Industry, research institutions and enterprises, philanthropic organizations, and national societies, to partner with the University thereby building a broader base of financial support with individual contributors.

Threats

- Very limited government funding for private tertiary institutions would significantly impact the University’s ability to provide services to the campus community, the local community, the nation.
- Scarcity of prominent and highly qualified faculty with at least postgraduate qualifications (MPhil, PhD) and proactive staff could reduce the University’s academic progress rate.
- Competition from public and private institutions could undermine the size of the University’s student population.

OUR STRATEGIC PRIORITIES

This is the first attempt at drawing a Strategic Plan for Ghana Christian University College even before accreditation. The Strategic Options as described below essentially incorporate the dream of the founding fathers of GhanaCU. Their dream is not just founding another university to add to the existing ones. GhanaCU would be a university whose output would make a difference everywhere they are found and would also contribute substantially to changing their environment and finding solution to problems. The Plan is entitled ‘IT Can Be Done’ Strategic Plan due to the various difficulties and ‘seeming impossibilities’ or challenges that the university faced at its birth. The Strategic Plan spans 2012 to 2017 with developmental issues considered outside the Plan, at 2020. The six Strategic Options are the pillars around which the Plan evolves. They are:

Strategic Priority 1

Accelerate Visibility and Access

Strategic Priority 2

Promote a Culture of Excellence

Strategic Priority 3

Create a Vibrant Learning Environment

Strategic Priority 4

Enhance Student Growth and Success

Strategic Priority 5

Sustain Fiscal Stability

Strategic Priority 6

Strengthen relationship with GhanaCU Constituencies

Each of these strategic Options has specific goals and objectives that are applicable to the University. These, goals, and objectives, as articulated below, comprise GhanaCU’s first strategic plan. The order in which the goals and objectives are listed does not imply their relative importance or the order in which they will be addressed.

The specific action steps designed to achieve the goals and objectives will be developed during the implementation phase of the plan and will be embedded in the strategic plans to be developed by various schools, the academia and administrative units. Given the breadth and depth of the plan, clearly not all units will pursue all objectives, nor will all goals and objectives be pursued simultaneously. Rather, various schools as would be engaged as appropriate when they become relevant in the achievement of specific goals and objectives. Over the course of the next decade or so, we will have made measurable progress on the plan through the dedicated and focused work of every unit.

We have the plan, the talent, and the will to achieve this vision.

Priority 1: Accelerated Visibility and Access

Strategic Goal 1.1: Enhance our image and visibility by establishing our presence and increasing involvement in local and international communities through ways that contribute to the common good of society at large thereby promoting the recognition of the University.

Objective 1.1.1 Establish Tourist Attraction

Activities

1. Engage on extensive advertisement of the University through the Press, Bill Boards and Sign Posts. We would also advertise the University through participation of staff, faculty and students in debates of national importance (with the exception of political debates) in the media and various available platforms.
2. Set up a museum full of collections relating to African (African statesmen, African Christian leaders, Ghana's connection with the trans-Atlantic slave trade, African art, etc), for tourist attraction.
3. Create a typical African 'village setting' on our permanent campus for traditional story-telling events, sharing of wise sayings, proverbs, songs (ancient African teaching methodology), where international tourists share in the Ghanaian Evening Experience.

Objective 1.1.2 Identify and articulate the core values and ensure that they serve as the foundation for fostering a community spirit, ethical behaviour, strong standards, and academic excellence

Activities

1. Disseminate the University's core values through various forms of media, including having the values appear on documents printed by the University and having them on the University bill boards, websites and on posters.
2. Incorporate the University's core values in all official ceremonies.
3. Transform the educational and residential environment by using the University's core values to enhance student academic, social, and personal development.
4. Create various kinds of souvenirs carrying the University's logo.

Objective 1.1.3 Improve image of the University through a comprehensive marketing plan that highlights its strengths and capabilities

Activities

1. Build a strong image of the University internally and externally.
2. Produce and televise documentaries on video and various commercials promoting GhanaCU.
3. Market and promote educational and informational programs, including student projects, sports, scholarly and educational programs, and events.
4. Collaborate with national and international mass media organizations.

Strategic Goal 1.2:

Support growth by enhancing recruitment, access, and retention efforts University-wide

Objective 1.2.1 Develop, implement, and fully fund a new marketing and recruitment plan

Activities

1. Visit high schools and Poly Technics and inform students of programmes of the University and how it can help them achieve their life ambitions.
2. Increase GhanaCU's presence in current feeder markets through communication of the Ghana Christian University College story via documentaries on the internet particularly YouTube.
3. Link each school recruitment plan with the overall University's plan.
4. Include staff and faculty members in recruitment efforts in a structured manner.
5. Draw recruitment brochures and include materials specific, accessible on the internet for all students including transfer students, top-up students and mature students.
6. Publicize and showcase the campus and successful programs and achievements of students and faculty.
7. Create or update the recruitment process documentation, outlining the steps and units involved.

Objective 1.2.2 Improve access to funding sources for students

Activities

1. Create scholarship funds through private giving so that funds are released for gifted and talented and honours program students.
2. Expand financial aid need-based and merit-based funds to assist continuing students.
3. Increase the types of endowments and level of funding for each that will be used to support the efforts of students, such as scholarships, academic achievement awards, and participation in extracurricular academic activities.

Objective 1.2.3 Improve access for prospective students to academic programs

Activities

1. University courses for students transferring from polytechnics and various two-year schools.
2. Develop programs that will help prepare high school students better for university (strengthening reading, writing, mathematics, test preparation, and even remedial studies)

Objective 1.2.4 Implement a comprehensive enrolment management strategy for the GhanaCU.

Activities

1. Increase the undergraduate student population to between 4,000 and 6,000 undergraduate students by 2022
2. Maintain and/or selectively strengthen graduate programs to meet national, and international needs
3. Increase the percentage of undergraduate and graduate students who are full-time students
4. Increase international students until they comprise 20 percent of the overall student body

Priority 2: Promote a Culture of Excellence

Strategy Goal 2.1: Draw superior and relevant educational programs for the various schools thereby differentiating the University for high quality among its peers in Africa. This would lead to attracting, developing, and retaining excellent faculty and staff through improvements in resources, and competitive compensation and benefits.

Objective 2.1.1

Build capacity and increase delivery of educational programs aimed at lifelong learners, including returning students seeking degree completion, those seeking continuing and professional education, and those seeking to expand knowledge vocationally.

Activities

1. Grow and diversify nation-wide University sites to other regions and to deliver undergraduate, graduate, professional, and continuing education in strategic sites around the country.
2. Establish teaching and learning innovations and conduct research to determine the effectiveness of alternative delivery modes in the various schools and campuses.
3. Establish remote access to electronic library resources for nationwide, distance, and international programs

Objective 2.1.2

Increase the percentage of faculty achieving professional recognition among their peers 50% by 2022.

Activities

1. Clearly establish and communicate faculty tenure and promotion policies.
2. Implement a program of faculty development for all faculties, including full-time and part-time.
3. Increase the number of faculty holding terminal degrees.
4. Create endowed chairs and professorships.

Objective 2.1.3

Achieve and maintain affiliation from mentor universities and accreditation from the National Accreditation Board and the Ministry of Health for at least nine (12) of our academic programs by 2019.

Activities

1. Develop a 3-year affiliation and accreditation plan, updated yearly, that
 - Identifies and budgets the direct cost of affiliation and accreditation each year and
 - Identifies personnel and operating costs essential to maintaining affiliation and accreditation.
2. Ensure library resources properly support accredited programs

Objective 2.1.4

Develop and implement a specific plan and timeline for faculty and staff growth that aligns GhanaCU with its peers and with the requirements of external accrediting bodies

Activities

1. During the next three to five years, commit adequate resources to faculty and staff development in the areas of learning resources, course delivery, customer service, and technology training.
2. Design and implement a faculty and staff recruitment, retention, and development plan that include a competitive merit-based compensation structure (for junior and senior faculty).
3. At least 55% of faculty in all departments should have PhD by 2022.
4. At least 75% of faculty in all departments should have a minimum of ten (10) articles published in refereed journals or three books published.
5. Each teaching department having at least three senior lecturers by 2022.
6. Develop a policy that will ensure that professional development is a priority for faculty and staff across campuses.
7. At least one research seminar run for lecturers every semester.
8. At least one faculty member in each school winning international/competitive grants every year.
9. Funding for research increased by at least 25% annually.

Objective 2.1.5

Achieve a system average 4-year graduation rate of at least 90% by 2022.

Activities

1. Implement teaching methodologies reflecting best practices and designed to increase student learning.
2. Implement a continuous quality improvement plan for retention efforts for all students.
3. Increase course scheduling that meets the needs of all students, including evening courses, weekend courses, short courses, and online courses.
4. Provide advisor training for faculty and staff.

Objective 2.1.6

Increase the level of student satisfaction through a well-designed Student Survey.

Activities

1. Reduce the use of part-time and adjunct faculty to teach classes.
2. Evaluate all student complaints to determine areas which need improvement.
3. Maintain and enhance an exciting and attractive physical environment conducive to learning.
4. Incorporate best practices for all existing student services.
5. Establish the GhanaCU Career Advisory Service (GCAS) to handle internships and industrial placements, and expand the number of such programs.
6. To provide counselling and guidance to students.
7. Develop a communication program to ensure that the entire student body feels connected to the University's success in every sphere on every campus.
8. Develop a student-to-student mentoring program for at-risk students.

Objective 2.1.7

Increase the level of student spirituality, integrity and creative thinking.

Activities

1. Promote effective Christian worship on campus
2. Implement a comprehensive evangelism and counselling program
3. Provide Chaplaincy and guidance unit
4. Set Inter-Faith Committee which promotes religious tolerance
4. Run courses required for graduation including, Christian ethics, business ethics, managerial ethics, character-building seminars.
5. Strengthen the GhanaCU Students Choir
6. Create a Vibrant Intra-Society Debating Clubs
7. Set up a Student Technology Think Tank chaired by a lawyer who will also be responsible for the registration or patenting intellectual property

Objective 2.1.8

Promote the scholarship of teaching and learning and integrate the latest research data on teaching and learning throughout the curricula at GhanaCU.

Activities

1. Develop a system to identify, nurture, disseminate, and reward Learning innovations and good educational practices across the institution
2. Establish evidence-based systems to measure and assess educational quality and student success, and use that information to improve continuously the performance of faculty, students, residents, and fellows
3. Provide faculty development and research resources to enhance faculty scholarship of teaching and learning
4. Fund innovative pilot teaching/learning projects
5. Provide faculty development programs to strengthen the relationship between high-quality research and high-quality teaching
6. Create opportunities for discovery of creative work/study experience for all students and ensure that they understand the links between teaching and research

Strategy Goal 2.2 Foster an environment that will encourage GhanaCU employees to feel a sense of belongingness which will lead to maximizing their potential to enhance their performance.

Objective 2.2.1

Provide access to facilities outside working hours and enhance communication among staff members

Activities

1. Improve access to administrative and academic buildings to serve students better before and after 5.00 p.m. and on weekends.
2. Publish a policy and procedures manual online to enhance University communications.

Objective 2.2.2

Increase participation in shared governance 50% by 2017.

Activities

1. Create and implement an internal communication plan for the University.
2. Implement a plan for shared governance that includes a forum for staff representation.
3. Communicate the need for staff to participate in shared governance.

Objective 2.2.3

Promote staff family enrichment.

Activities

1. Adjust policies so as to enhance benefits toward a family friendly environment providing flexibilities for employees to enhance their quality of life while achieving their professional and personal goals, and appropriately address their options upon retirement.
2. Organise Council Chair's Day on which s/he meets and interacts the children of staff members once a year.
3. Organises an Annual Spouses Conference for all spouses of married members of the University community (both staff and students) at the President is the Guest Speaker.
4. Make the chaplaincy keep a list of names, contacts and birthdays (day and month) of all students and staff and their sponsors, spouses and children, wishing them God's blessing on their birthdays.

Strategic Goal 2.3 Develop, implement and maintain user-driven services that are responsive, highly collaborative and broad-based to meet diverse user needs.

Strategic Objective 2.3.1:

Develop our highly visible services, resources, and expertise in collaboration with staff, students, and corresponding academic programs.

Activities/KPI

1. Emphasize the delivery of collections and consultation services in our users' teaching, learning, and research environments, including classrooms, GhanaCU Online.
 - Assess the effectiveness of our instructional programs based on student and faculty feedback.
 - Implement service management processes across the organization.
2. We will employ customer service principles and practices to improve efficiencies of our services.
 - Implement customer service processes across the organization.
 - Extent to which positive comments about personnel services to staff are increased and complaints reduced.
3. Assess our current discovery tools and Web presence, and identify new methods for providing users with fresh and effective ways of connecting with library resources.
 - Track and analyze usage of library services and resources, such as traffic counts, and user contacts in person and through online services.
4. Improve access to the collection via the online catalogue.
 - Track and analyze usage of library services and resources, such as online catalog.
5. Strengthen our students' abilities to locate and evaluate information and promote ethical uses of that information.
 - Study and track overall user satisfaction with library services among undergraduates, graduate and professional students, faculty, and staff.
6. Maintain access to the library resources by our alumni.
 - Track and analyze usage of library services and resources by member of the alumni, such as traffic counts, and user contacts in person and through online services.

7. Identify new methods and approaches for providing services through benchmarking of our peers in higher education.
 - Implement small, agile, multidisciplinary teams to research, recommend, and implement change.
 - Implement an internal (department-to-department) customer service satisfaction survey and analyze results for potential improvements.
8. Develop informational sessions and materials on document delivery services
 - Assess impact of library instruction activities on faculty and student learning
9. Provide excellent customer service
 - Improved results in Library Customer Satisfaction Survey (LibSQUAL)
 - Improved feedback via suggestion boxes and focus groups (Physical & online)
 - Improvements implemented as a result of gaps identified
10. Improve access to resources and services
 - Increase the availability of e-book content, evaluating and consolidating the use of demand-led subscription based e-book services
 - Develop the “Books on Time” service to improve responsiveness to demand for core texts and student requests
 - Target areas of weakness in provision of text books, responding particularly to volatility of demand caused by variable student numbers
11. Improve the quality and range of learning resources, in digital and print form
 - Migrate systematically from print to electronic provision of high-demand texts
12. Human Resources staff respond efficiently and positively to staff queries on equity, safety, industrial and personnel issues.
 - Positive feedback from staff
 - Reduction in the number of complaints.

Strategic Goal 2.4 Recruit, retain and develop well-trained and enthusiastic staff who are dedicated to the mission of the Library and to the service of its users.

Objective 2.4.1:

Implement the University’s HR strategy insofar as it support the development of high quality Library staff

Activities

1. Strengthen and sustain processes that encourage the recruitment, hiring, and retention of a diverse library workforce at all levels.
 - Analyze employee demographics for recruitment and retention.
 - Number of faculty and staff who are retained.
2. Conduct periodic surveys to monitor the workplace civility and climate.
 - Study employee perceptions of workplace climate of civility and diversity for improvements.
3. Enhance professional development opportunities for all employees, enabling them to assume leadership roles and develop expertise required to serve a diverse community.
 - Increase participation in staff development/training programs.

- Number of scholarship recipients program to enable staff to complete a masters program in library or archival studies.
4. Flexible human resource policy and planning framework responsive to needs of University and staff members.
 - Identified strategies developed and implemented in areas including:
 - More flexible employment conditions
 - Improved links between performance and remuneration
 - A new academic career structure
 - Improved performance management procedures for all staff
 - Improved recruitment and retention strategies
 - Encouragement of the development of leadership skills
 5. Develop a competitive salary structure for self-motivated and proactive staff
 - Comparing salaries with librarians' pay in other universities in our attempt in providing competitive salaries and compensation packages

Objective 2.4.2:

Cultivate ambition by ensuring that staff are equipped with appropriate skills and work within an efficient management structure

Activities

1. Implement our Workforce 2015 workforce development plan
 - Sponsor staff for further studies (higher degrees)
 - Articulate clearly the changing skills and roles needed to stay in front in 2015.
 - Number of staff participating in continuing education.
2. Provide formalized support to encourage faculty to research and publish in their areas of expertise.
 - Number of professional conferences attended and association offices held (KPI)
3. Enable staff to reach their full potential
 - Create new staff development opportunities, including change management understanding and managing risk horizon scanning use of benchmarking
 - Number of staff development programs offered.
4. Encourage professional development
 - Introduce mentoring scheme, community, and targeted career development opportunities for our new professionals.
5. Develop leadership capabilities
 - Encourage key staff to participate in University leadership development program, and extend to include middle managers.
 - Number of faculty and staff who are promoted.
6. Encourage faculty and key staff to attend professional conferences, meetings, seminars, and workshops; fund travel to continuing education opportunities.
 - Number of workshops and seminars run by the library per year
 - Number of works written and papers presented.
7. To maintain and improve insurance, workers' compensation and injury management procedures and practices to minimize expense to the University and to assist injured staff in early return to suitable work.

- Maintenance of present low levels of accident statistics and workers' compensation claims.

Objective 2.4.3:

Ensure that staff work in a safe and comfortable environment and improve awareness of health and safety issues among staff.

Activities

1. Comprehensive policy framework for risk management, safety and health issues.
 - Extent to which occupational safety and health issues in the University are positively addressed.
 - Review complete and comprehensive policy framework established.
 - Review and maintain safety and health policies, procedures and information to ensure accuracy, readability and usefulness to the user.
2. Develop and implement ISO 9001 quality assurance procedures.
 - ISO Accreditation obtained.
3. Evaluate and improve ergonomic and safety conditions in Library facilities on an ongoing basis; promptly correct problems as they are identified.
 - Number of injuries to library users and employees.
 - Number of repetitive stress injuries.
4. Staff well informed about risk management, safety and health principles and procedures.
 - An increase over time in the percentage of employees who are aware of risk management and safety and health policies and procedures.
 - Number of training sessions per year run for all library employees in safety and emergency procedures.
5. Efficient management of safety and health concerns
 - Provide specialist training programs in areas such as laboratory safety and fire and emergency procedures for persons at this University and on a commercial basis to other institutions.
 - Prompt attention to concerns and positive feedback from departments and users.
 - Maintenance of attendance levels at these courses and positive feedback from attendees in the course reviews.

Priority 3: Create a Vibrant Learning Environment

Modify the present architecture and atmosphere and commence a new campus building project to provide a dynamic, comfortable learning environment that is conducive to productivity yet flexible enough to meet the various needs of our staff and users

Strategic Goal 3.1

Provide high-quality and affordable academic programs and support services for all students

Objectives 3.1.1

Provide new degree and diploma programs that meet the professional and intellectual needs of our students and the public.

Activities

1. Establish Four (4) Schools with fully functional academic and semi-autonomous administrative structures
2. Improve the effectiveness and efficiency of governance and efficiency of decision making process in all schools
3. Seek accreditation for and run the following engineering and safety programs
 - BTech Electronic and Electrical Engineering (Top-Up)
 - BTech Safety, Health & Environment (Top-Up)
 - BTech Green Technology (Energy, Environment & Agric) (4 years)
 - BSc (Hons) Electronic Engineering
 - BSc (Hons) Green Energy Engineering
 - HND Disaster and Emergency Response
 - HND Waste Management & Recycling
 - HND in Green Building Technology
4. Seek accreditation for and run the following statistics and computing programs
 - BSc(Hons) Information Technology & Systems
 - BSc (Hons) Computing and Geospatial Intelligence
 - MSc Geographical Information Systems
 - MSc Statistics/PGDip Statistics
5. Seek accreditation for and run the following health and management programs
 - BSc (Hons) Pharmacy
 - BSc (Hons) Health Promotion
 - HND Health Promotion
 - HND Mental Health

6. Seek accreditation for and run the following Liberal Art & Social Sciences programs
 - BA (Hons) Theology & Communication Studies
 - BA (Hons) Theology & Development Management
 - BA (Hons) Theology & Law
 - BA (Hons) Theology, Dance and Physiotherapy
 - MSc Management (options (i) General Business and (ii) Farm Management
 - Master of Ministry (MMin)
7. Clearly define administrative and leadership roles at the schools and departments
8. Review and approve academic programs in far less time that before
9. Committee spending less time making decisions on all matters

Objectives 3.1.2

Ensure Academic Quality Assurance

Activities

1. Aggressively pursue discipline accreditation and reaccreditation for each program
2. Assess (revise, create, or delete) and fund initiatives that build on the strength of programs of the University by reviewing and updating programs every three years, as needed (each school must develop a plan to increase course offerings when needed).
3. Create enriching curricula and co-curricular for students.
4. Integrate community service, student research, internship experiences, and information literacy throughout student curriculum.
5. Provide state-of-the-art instructional technology equipment and/or systems to support the teaching and learning process.
6. Infuse and integrate technology in all aspects of teaching, learning, and administration.
7. Explore inter-institutional learning opportunities through conferences, study abroad, and academic exchanges.

Objectives 3.1.3

Establish online degree programs by 2019.

Activities

1. Identify programs that can offer significant number of online courses and decide which ones can move fully online.
2. Create incentives for degree programs to move to online offerings.
3. Reward and support departments for conversion of appropriate programs
4. Hire adjunct/part-time employees to assist with start-up programs.

Objectives 3.1.4

Maintain a robust, state-of-the art, highly available and secure information technology infrastructure to support mission-critical operations:

Activities

1. Develop, implement, and maintain a strategic IT plan
2. Provide for the continuous development and growth of information technology personnel to support the information technology infrastructure.
3. Optimize service availability through proactive monitoring and maintenance for a secure and stable information technology infrastructure.
4. Implement institutional guidelines for modifications, updates, planning, and initiation of any information technology related projects and initiatives across the University.
5. Complete implementation of 100% wireless access across the University on all campuses by the end of 2017.

6. Continually assess technological needs and update computers and other technologies needed to improve computer facilities.
7. Procure 100 computers for C-Lab with accompanied furniture and fittings, CCTV and additional ISP providers.
8. Provide Wi-Fi Internet connectivity campus-wide.
9. Construct another computer lab with an extremely power server in a new server room.
10. Relocate the IT mast 30 meters high.
11. Implement measures and initiatives to ensure secure and readily available access for students to administrative and educational technology applications.
12. Identify educational applications and teaching technology tools necessary and utilized in student learning and ensure that GhanaCU Net provides support to faculty in terms of access, training, development, and maintenance.

Objectives 3.1.5

Provide students, faculty, and staff with convenient access to information and online library resources at any time and from anywhere.

Activities

1. Communicate the rapid, easy, and precise access to high-quality information for education and research at GhanaCU.
2. Digitize selected GhanaCU publications
3. Establish a digital projects library/laboratory with partners from industry, the government, GhanaCU labs and centres.
4. Create a worldwide GhanaCU virtual library to extend the reach of the library's staff via live chats with reference librarians and videoconferencing to the desktop.

Objectives 3.1.6

Increase enrolment in high-demand or targeted-growth areas 20% by 2017.

Activities

1. Develop and implement a cyclical review of all academic programs by developing metrics for
 - High-demand and targeted-growth programs
 - Prioritizing academic programs.
 - Measuring the effectiveness of academic programs.
 - Funding of academic programs.
 - Retention that will feed into School strategic plans.
2. Identify and prioritize high-demand and targeted-growth degree programs.
3. Prioritize the resource needs and the flow of discretionary money to high-demand and targeted-growth degree programs.
4. Review the degree programs that are designated as areas of excellence by the Senate.
5. Integrate marketing for high-demand and targeted-growth degree programs with the University marketing plan.

Objectives 3.1.7

Increase the number of GhanaCU graduates accepted into post-graduate programs 20% by 2017.

Activities

1. Develop graduate school recruitment events on campus.
2. Develop workshops that inform students about procedures and strategies for graduate school admission.

3. Establish a program that provides support for our upper-level undergraduate students in their efforts to continue their academic studies at the graduate and professional levels.
4. Establish a program that supports our graduate students in their efforts to continue their academic studies at the doctoral level.

Objectives 3.1.8

Graduate students with global credentials; students who have enriched their résumés with experiences abroad, including industrial attachments and internships related to their field, preparing them for the worldwide challenges and opportunities of the 21st century.

Activities

1. Enhance global presence as a global hub for strategic areas, partnerships and research alliances that are carefully developed to serve mutual interests; and educational opportunities including campus-abroad programs, joint/dual degrees, and study-abroad/exchange programs.
2. Cultivate the attention and participation of alumni and friends around the world to engage them as partners in expanding GhanaCU's connections globally, in assisting with recruiting, mentoring, sponsoring students, sharing best practices with administrators/faculty, and garnering their support in building the University's global presence.

Objectives 3.1.9

Cultivate high funding for technology and upgrades.

Activities

1. Work out for external grants that specifically target the enhancement of technology.
2. Increase the general fund allocation for technology.
3. Increase efficiency of faculty and staff through technology and software upgrades.

Strategic Goal 3.2

To optimize the environment for study and research

Objective 3.2.1

To develop our physical spaces to become more student-centered environments that integrates information, technology, and learning.

Activities

1. Ensure that readers and Library staff are provided with appropriate hardware and software to access and manipulate the resources they need.
 - Decrease in complaints about library computing facilities
2. Create a supportive and welcoming learning environment
 - Lecture room, laboratory and Library spaces able to accommodate increased student numbers
 - Increased visits to the Library and laboratories
 - Decrease in complaints about physical facilities
3. Use atmospherics to create a comfortable environments within the learning spaces
 - Improve air-conditioning in learning resource centres, labs and classrooms
 - Improve ambience scent in the front offices of the campus proving candies to register a unique taste associated with GhanaCU in the memory of visitors.
 - Improve hangings, colour, layout of furniture and lighting within the library to create a pleasing atmosphere

4. Ensure 90% access (facilities and services) for differently abled persons
5. Set up a Campus Mini-market and Weekend Day Care Centre on campuses for parenting Mature students (especially mothers) on Saturdays.
6. Encourage a School of Technology student to set up an App or online shopping and campus delivery system which will serve weekend students.

Strategic Goal 3.3

Establish and sustain superior education facilities and infrastructure (2020)

Objective 3.3.3

Strengthen the management of the University's assets and facilities.

Activities

1. To provide new learning environments and facilities
 - Increase the number of PCs and IT-enabled study spaces in line with levels of provision in laboratories and libraries (2017-22)
 - Review and develop staff and study space on campus to gain maximum benefit from the existing buildings (2017-22)
 - Contribute to the development of social learning spaces and postgraduate study facilities across the campus in association with Students' Union and other partners (2012-15).
 - Rebrand the lecture halls, naming them after sponsors and contributors who will adopt the halls for a period of two years, renewable.
2. Refurnish the Offices of senior members, equipping them with requisite resources.
3. Complete Male hostel, providing a Common Room)
4. Complete an existing building for the School of Technology (SoT) on the Amrahia campus.

Objective 3.3.2

Initiate Infrastructural Development on campuses (Amrahia and Abeka Lapaz, Accra) in partial fulfillment of the requirements of the first stage of the 10-year University Development Plan.

Activities

1. Sustain campus infrastructure through development of new facilities on the Amrahia Campus and implementation of a master facilities plan.
2. Construct pavements from main Gate to administrative block and create a new car park for staff students and visitors on the Amrahia Campus (2018)
3. Construct a new Gate (at the main entrance) on the Amrahia Campus.
 2. Launch building projects and sod-cutting in 2017 for the construction of new lecture theatres, laboratories, new hostels and technology park from 2018 – 2022 by BOT.
4. Commence gathering of building resources and materials on site (2017) for the construction of new lecture halls and faculty offices on Abeka-Lapaz campus for the period (2018 – 2020).
5. Construct a separate Chapel and a separate cafeteria on the Amrahia campus.
6. Provide office for International students and also an extra office for the SRC.
7. Provide street-lights on the Holy Circular Street and adequate lighting on all other walkways on the Amrahia

Objective 3.3.1

Improve the physical infrastructure of buildings.

Activities

1. Register of all physical and other assets established.
2. Ensure estates management function within the university is fully established and effective.
3. Buildings and facilities are maintained and renovated at regular intervals
4. All assets identified at department level and published in Asset Register.
5. Office of the Director of Estate Management to make bi-monthly available up-to-date information on state of all University property.

Strategic Goal 3.4

To initiate the creation of a green university

Objective 3.4.1.

To optimize the awareness and practice of energy conservation and effective waste management.

Activities

1. Cultivate a healthy maintenance and energy conservation attitude
 - Use of emerging technologies that automatically turn electricity off in the absence of users
 - Post information on energy saving and conservation. in physical library and on the library web page.
 - Create conservation alert as screen savers on all computers used in the library
2. Recycle paper and plastics on campus
 - Decrease the amount of paper used by the offices of the University by 10% per annum
 - Run Christmas seminars on recycling for all members of the University
3. Invest in research in the area of ‘garbology’ to promote the University’s Operation Cash-In-Thrush project meant to brand the University in the first ten years of its existence.
 - Sponsor student projects in exploring the relationship between business and contents of garbage bins (e.g. (i) telling the consumption nature and pattern of a community by analyzing the content of garbage bins sales strategy and (ii) advising companies on security of industrial information and threats of industrial espionage through the careless disposal of office waste material)
 - Encourage at least 50% of students’ thesis (Think-It-Lets-See) and projects (Do-It-Lets-See) in issues relating to the environment ((i) waste as business idea, raw material and capital, (ii) intelligent waste disposal – recycling and energy production and garbage content studies.

Objective 3.4.2.

To optimize the awareness and practice of using clean energy

Activities

1. Conserve energy by employing green energy technologies

- Solar energy installations to provide constant lighting and running of fans in the library
- Set up technology incubator that will explore the use of human and animal waste in the generation of energy for campus use
- Complete the architectural plan of a green campus with intelligent buildings in a five-acre site
- Employ the services of Renewable Energy students and national service personnel on the Kalb Technology Park, that will work on (i) intelligent toilets that use solar technology and recycled water and (ii) refining waste oil (cooking or engine) and exploring various sources of readily available sources of biodiesel, to run university vehicles

Strategic Goal 3.5 Build and maintain a robust technological infrastructure that is responsive to the students and staff and that will support increased flexibility in the delivery of resources.

Objective 3.5.1:

To partner the University Libraries and Computing & Information Service with our faculty and other institutions to investigate and develop cyber-infrastructure that supports a program of e-Content and Data Stewardship necessary for international, collaborative research.

Activities

1. The Library and Computing and Information Service (CIS) will develop a digital repository services program to: 1) support a life-cycle approach to scholarly communications, linking the research, authoring, publishing, and archiving processes; and 2) support stewardship and preservation of scholarly content and University records in a variety of formats.

- Establish reliable links with providers of electric books, electronic journals and other relevant research materials.
- Stock the Eunson library with 25,000-30,000 volumes of books (more core specific books for SoT, STHS, DSHS and FEPS).
- Equip the Eunson Library with more furniture, 20 computers and more robust reprographic machines (printers, scanner, photocopiers, etc.)
- Provide CCTV and other security apparatus for the library for the safety of books and resources in the library.
- Ensure that all library users obey the fire safety rules in the library in the library.
- Employ the use of a new reliable online library cataloguing system.
- Conduct periodic Library-User Training sessions for new members of the university community.
- Establish appropriate benchmarks for effectiveness in building cyber-infrastructure.

2. The University Library and CIS will coordinate appropriate services to provide transparent, and cost-efficient support to our patrons at their point of need.

- Analyze our users' satisfaction with our ability to provide technical help in the Libraries, among undergraduates, graduate and professional students, faculty, and staff.
- Implement the electronic order and payment functions of the new integrated library system.
- Number of orders and payments processed electronically.
- Sell printer credits in the Reprographic section of the library to students and staff who want to be on the library electronic network so they can access reprographic services wherever they may be on campus.

Objective 3.5.2:

Continue to evaluate and develop the library's Web page including access to appropriate online databases.

Activities

1. University a program of regular usability testing for the website and related services
 - Measure use, service quality and user satisfaction with technology services including digital resource lab (e.g. LibQual+)
2. Improve the library' web site and its tools and services
 - Study overall user satisfaction with library online services.
 - Bench mark technology with similar universities
 - Introduce a suite of mobile services to enhance communications, marketing and access to enquiry services (2017-19)

Objective 3.5.3:

To underpin the GhanaCU experience through innovative learning technologies

Activities

1. Provide Library support for web-based learning – integration of resources into iCampus (claroline)
 - Building block / plug-in developed to link Library system iCampus (claroline)
 - Number of iCampus subject sites with high quality integrated library resources
 - Take up rate by academics in using library resources in their iCampus (claroline) subject sites
2. Improve virtual library facilities to create seamless access to resources and services to support teaching, learning, research and community activities
 - Further development of Library Website based on customer feedback
 - Further development of e-journal Portal and linking to full-text articles
 - Library System (Follett) upgrade including Inter Library Loan module and reporting utility
 - Implementation of profiling system
3. Provide Library support for various aspects of ICT training in conjunction with Teaching & Learning Committee
 - Improved ICT skills of teaching staff
 - Increased usage of iCampus, the GhanaCU online campus, linking it with the payment of tuition fees.
4. Experiment with podcasting for educational and instructional purposes; participate in GhanaCU Podcasting Initiative
 - Bench mark technology with similar universities
 - Capture systems data to analyze use and effectiveness of information technology systems

Priority 4: Enhance Student Growth and Success of Graduates

Strategy Goal 4.1: To encourage development of the student body, collectively and individually.

Objective 4.1.1

Enhance pathways to GhanaCU by collaborating with High schools, and other postsecondary institutions to improve student preparation for admission, connection, and transition to the University.

Objective 4.1.2

Achieve a 95% retention rate by 2022.

Activities

1. Establish school and department retention goals.
2. Determine the factors that affect student success rates.
3. Implement a comprehensive advising program that includes tracking advising sessions and

training advisors.

4. Implement best practices to ensure early intervention for at-risk students.
5. Implement effective and efficient course sequencing.
6. Develop an internal marketing plan for financial aid.

Objective 4.1.3

Achieve a student participation rate in community service/volunteerism activities as a requirement for graduation.

Activities

1. Develop a dedicated, properly staffed office to survey and evaluate students' participation in community service or volunteerism.
2. Develop participation of professional on-campus student organizations in all campuses.
3. Improve and increase working relationships with NGOs to develop service opportunities.
4. Monitor the non-credit community projects required for graduation undertaken by students (at least twice in every academic year). This may be accomplished through visits by faculty advisors and completing the Students Attachment Record (Brown Book or Health Students and Blue Book for all other programmes).
5. Increase number of corporate sponsors for service projects.

Objective 4.1.4

Promote global understanding, insights and intercultural relations in education to render students globally relevant, enabling them to succeed in the worldwide community.

1. Increase the number of students involved in study abroad and international internships directly related to their field of study; increase the number of global opportunities for students including tourism; continue national leadership in bringing students from around the world to study on our campus in courses they may demand, not excluding Africana Studies and Ghanaian Languages.

Objective 4.1.5

Upgrade the numbers of new professional and health officers, to support local, national, and global health care markets

Activities

1. Develop a plan to recruit and retain an adequate number of health studies faculty.
2. Establish a plan for engagement and establishment of partnerships with community health care agencies.
3. Develop a calculated plan to increase student enrolment in the undergraduate health care programs to be developed.

Strategic Goal 4.2 To support teaching and learning in the University thereby making GhanaCU a place of choice

Objectives 4.2.1

Implement class scheduling software to facilitate the effective and efficient scheduling of courses and classroom space utilization.

Activities

1. Develop and implement a tracking system to monitor the progress of students.
2. Establish a focused communications network for students.

3. Ensure that a group of GhanaCU student come to together to develop this class scheduling software. These may be GhanaCU graduates on national service in the university.

Objective 4.3.1:

To provide a unique education system in which all parts of the organisation work together as a whole to produce graduates of choice

Activities

1. Contribute to academic planning and curriculum development
 - Review the structure, roles and skills sets of support staff to enhance their ability to contribute as part of the academic learning team
 - Engage effectively with Schools to contribute to new methods of curriculum delivery, particularly with regard to information and digital skills
2. Develop students' attributes in collaboration with Schools
 - Level of student attainment in IL measured by explicit assessment or as reported by academic staff
 - Number of academic staff consulting Liaison Librarians in the setting of assignments
 - Number of undergraduates and coursework postgraduates receiving information literacy (IL) instruction
 - Number of students registered for ICampus
3. Support online teaching and learning through seamless integration of subject information with iCampus (Claroline) course sites
 - Building block / plug-in developed to link Library system with iCampus
 - Number of iCampus course sites with high quality integrated library resources
4. Increase customer awareness of resources, services and facilities that support teaching and learning
 - Library seen as the hub of the University and premier learning environment on campus
 - Publications produced and distributed on time
 - Positive feedback from community in receipt of library publications
5. Ensure that readers and Library staff are provided with appropriate hardware and software to access and manipulate the resources they need.
 - Increase in number of computers and access points available in library
 - Availability or relevant software to patrons on demand

Objectives 4.3.2:

To support the University in becoming institution recognized for its research and to focus on special areas of research excellence

Activities

- 1. Develop information literacy and research skills of research staff and final year students
 - Quality of research as reported by academic staff
 - Extent of involvement in research programs of schools
 - Quality of research proposals
 - Quality of research as reported by external examiners
 - Number of final year students receiving information literacy instruction
2. Develop library collections, products and services to effectively support research
 - Postgraduate Research Room in newly refurbished Main Library

- Collections, products and services meet needs and requirements of researchers Impact of GhanaCU research output as a result of
 - increased downloads from e publications@ GhanaCU repository
 - Inclusion of all GhanaCU theses in the repository
 - Number of annual enrolment data for Introduction to Research courses.
 - Number of students who complete instruction sessions.
3. Increase researchers' awareness of library resources, facilities and services to support them
 - Number of seminars and workshops on research skill for all students
 - Number of attendees at presentations
 4. Provide researchers with relevant information resources
 - Availability of key research databases in line with research focus areas
 - Take up rate / usage of resources by final year students
 5. Develop e-publications repository
 - All faculty research recorded and stored in repository
 6. Encourage massive research publication
 - Appoint a Vice President or a Director of research as may be deemed appropriate, to supervisor faculty research publication and students' theses/dissertations/projects.
 - Require every faculty member to publish at least four (4) articles per year, in reputable electronic journals or otherwise.
 - Encourage lecturers/thesis supervisors to co-publish academic works every year with at least one final year undergraduate student of one post graduate student. student.
 - Regularly remind lecturers and senior lecturers that they will have their appointments terminated if they are not able to publish 50% (six (6) of the number of articles required to be produced every three years (ie. 12 articles in three years). Two books will be required in lieu of the six (6) articles require in three years.
 - Increase the number of research projects that attract government/ international funding.
 - Produce a number of relevant international reference to GhanaCU faculty publication
 - Faculty members will be given one off-day every week for their research endeavours. Therefore, they will have no excuse for non-productivity.
 - Ensure University public lectures/events are better structured and publicized.

Strategic Objective 4.3.3:

Make library resources readily accessible to the disabled

Activities

1. Creating an access-friendly environment for the disabled
 - Kinds of labels visible to the deaf or cripple and feelable by the blind providing information to location of collections or wash room, help desk or reading area.
 - Access to specially designed wheelchair, hearing aids, software for the blind, materials in Braille.
 - Well-designed disabled-friendly physical access point into the library
 - Number or registered volunteers actively helping the disabled in the used of library resources both within the library and outside it.
 - Number of disabled persons accessing the library per year
2. Training in sign language and use of Braille for disabled students and selected library staff
 - Number of library staff trained in the use of Braille or sign language
 - Number of training sessions organized by for students, both abled and disabled.

Strategy Goal 4.3. Improve University graduation rates

Objectives 4.3.1

Activities

1. Train faculty to use the relevant software and to advise students using a variety of methods.
2. Explore options for enhancing the effectiveness, efficiency, and timeliness of degree audits to facilitate the continued successful matriculation of students.
3. Create a user-friendly degree audit document.
4. Establish a system of communication that will keep all students, especially commuter students, aware of registration and graduation related deadlines.
5. Establish a system of graduating students after the completion of their programme

Strategic Goal 4.4

Provide a unique student experience leading to a lifelong relationship with the University and with its alumni

Objective 4.4.1:

To ensure that the GhanaCU experience transforms and positions a student for life

Activities

1. Facilitate access to services and resources by alumni
 - Number of alumni and associate borrowers
 - Access to e-resources by alumni
2. Employ staffs who are student-focused
 - Solicit comments about staff from referees regarding interpersonal relationship
 - Involving student leaders in the recruitment and selection of staff
3. Ensure personalized, face to face, caring service for all students
 - Appropriate staff development and training that include customer care
 - Streamlined and rationalized processes to enable staff to provide more face to face customer service (e.g. shelf ready acquisition of library material)
 - Continuous improvement of all inter student-staff processes
3. Align University initiatives with ICT strategy to ensure unique experience for students
 - Reliable and up-to-date technologies such as wireless printing, print on demand, hardware and software support
 - GhanaCU in pictures digital archive transferred to institutional repository and further developed
4. Implement improvements based on findings from Customer (prospective and current) Survey, focus groups and suggestion boxes
 - Prioritized improvements
 - Implementation within budget constraints
 - SERVICE QUALITY survey ratings.
 - Number of periodic focus group sessions with library users conducted
5. Employ GhanaCU students in the Library

- Number of GhanaCU students employed in the Library and laboratories
6. Support the development of key skills for employability
 - Embed effective and sustainable support for information and digital literacy into academic programs
 - Exploit online training and tutorial systems to enhance provision on campus and support students at a distance
 - Develop new approaches to the delivery of information literacy to ensure sustainable levels of staff input
 - Maintain the support for academic writing skills provided by the Writing Development Centre
 - Provide opportunities for work experience for students through employment, placements, bursaries
 7. Set-up a vibrant Careers Advisory Service
 - Set up what will be called the *Careers, Employability and Enterprise Centre* (CEEC), to support students, graduates, employers and staff.
 - Link up the university with industry
 - Supervise Students' internship
 - Ensure the completion of the General requirement for Graduation (Attachment & business planning course) and filling in of the Blue Book, that is Students Employability and Workplace Experience log-book.
 - Run seminars and workshops for all students in subjects including, First aid, Health and Safety, Business Planning, Language (verbal & non-verbal), field visits expectations, etc.
 - Prepare students for interviews, resume preparation and job-search.
 - Organize job fairs and provide job-vacancy information
 - Perform Alumni tracer studies
 8. Alumni Contribution
 - University-Alumni Association relationship is better structured and coordinated.
 - Alumni better organised to contribute to financial resources
 - Improve level of alumni contribution to the university

Priority 5: Sustain Fiscal Stability

Strategy Goal 5.1: Maintain a fiscally cautious budgeting approach by effectively monitoring revenue and expense sources and favouring conservative estimates as a basis for future financial projections.

Objective 5.1.1

Achieve an enrolment of at least 3,000 students (on-site and on-line) at GhanaCU by 2022.

Activities

1. Implement a continuous quality improvement plan for retention efforts for all students.
2. Increase new-student populations in all areas of study (Schools and programs)
3. Develop a comprehensive university prior-learning assessment policy (continuous school).
4. Integrate marketing for high-demand and targeted-growth programs with the University marketing plan.
5. Establish School recruitment plans aligned with those of University Recruitment and Admissions

6. Involve every faculty member and non-teaching staff in student recruitment efforts. Staff contributions in enrolment will earn them a few points for promotion. Thus, they are required to document their efforts in this area in their annual portfolios.

Objective 5.1.2:

Maintain balanced budgets on an annual basis.

Activities

1. Allow School and departments greater autonomy of the disbursements of their annual allocations.
2. Provide mandatory budget training for all Heads of Department.
3. Develop a budgeting process that begins in each University department.
4. Integrate strategic planning, budgeting, and assessment of the strategic plan.

Objective 5.1.3:

Target the level of total monetary giving to the University 50% by 2022.

Activities

1. Develop a master plan for coordinating giving opportunities.
 - Develop engagement opportunities and programmes with alumni.
 - Develop a strategy for increasing contact with alumni, such as using e-mail engagement.
 - Broaden engagement for giving and donations.
 - Assess engagement for each School.
 - Offer engagement opportunities beyond giving.
2. Develop appropriate infrastructure for fund-raising in each School.
3. Create a full-time position for a professional development director in each School.
4. Develop major contributing campaigns.
5. Establish an active annual fund drive in each School.
6. Provide training for University development and relevant School staff.
7. Appreciate donors through the giving of awards, naming important places, monuments, chairs, etc., after them, etc.

Strategic Goal 5.2 Increase the University External Funding

Objective 5.2.1.

Educate the public about the mission of GhanaCU and the resources required to fulfil this mission

Activities:

1. Articulate the shared vision of the University community.
2. Determine the endowment gift levels needed to name each GhanaCU school and building in which the GhanaCU schools are housed.
3. Determine and seek the types of endowments (and level of funding for each) that will be used to support the efforts of faculty, chairs, visiting scholars, and students (scholarships, awards, participation in student chapters of professional organizations, and travel).

Objective 5.2.2.

Increase contributions from individuals, corporations, foundations, and community-based organizations

Activities:

1. Develop focused annual giving programs: Alumni, Faculty/Staff, Family/Parents, Friends, Community, Corporations, and Foundations.
2. Pursue partnerships that will provide significant revenue and/or resources for GhanaCU priorities.
3. Establish a prospective research function to provide detailed information to assist with cultivation and solicitation efforts.
4. Increase the participation of University council members in the institutions fund-raising efforts.
5. Include a (i) philanthropist and an experienced fund-raiser on the University Council for their dynamic support.
6. Explore raising funds from special events, funding contracts and increasing contacts with donors.
7. Established a dynamic GhanaCU Endowment Fund

Objective 5.2.3.

Actively and strategically manage the financial future of GhanaCU through a wide range of revenue enhancing initiatives

Activities

1. Enable the growth anticipated in the financial plan by developing and supporting strategic relationships with donors, private and public partners, alumni, national, and local governments
2. Evaluate and evolve budget processes and other incentives for achieving the strategic priorities
3. Develop systems that ensure existing resources are optimally deployed and managed, investing funds to advance collaborations across the schools and administrative departments
4. Appoint highly qualified accountants (Chartered Accountants -ACCA, ICAG, CIMA) as required by the National Accreditation Board, to manage internal auditing and other funds of the university.

Priority 6: Strengthen Relationships with GhanaCU Constituencies

Strategic Goal 6.1: Expand working relationships with constituencies by creating a service culture.

Objective 6.1.1

Increase the number of interactions with political and business leaders 50% by 2022.

Activities

1. Provide human capital, expertise to the community through the creation of a GhanaCU Resources Link (charting all the University “talent” in key areas).
2. Establish additional internships and other mutually beneficial partnerships with government officials, Non-governmental organizations (NGOs) and Non-profit organizations (NPOs).
3. Draft inventory of current internships available to students, as well as capturing and evaluating current practices for placing interns.
4. Assist officials in the identification, writing, and submission of relevant research and outreach grants.

5. Publicize to the business community the resources available at GhanaCU that would effectively link GhanaCU with the business community.

Objective 6.1.2:

Achieve an average of 4 community partnership activities per year by 2022.

Activities

1. Provide workshops for community on public service issues.
2. Find additional opportunities to interact with, and strengthen awareness of, the University with city and regional officials, both inside and outside government (e.g. with area Ghana National Chambers of Commerce, non-profit organizations, Churches, and other non-governmental organizations).
3. Create a cadre of faculty ambassadors who would be trained about University issues and then send to events to increase faculty presence in the community.
4. Host additional academic conferences, stage non-profit events, and encourage community meetings of organizations.
5. University President's Public lecture series.

Objective 6.1.3:

Achieve a level of membership in the GhanaCU Alumni & Friends Association 40% by 2022.

Activities

1. Have Administration officials more frequently attend alumni-sponsored events, including deans, chairs, and directors.
2. Increase Departmental connections to their own alumni through increased email and other contacts, informing them of relevant Departmental and School events.
3. Have Alumni and Friends Association increase student awareness of available resources through Career Services and then list postings on the web.
4. Publicize job openings for GhanaCU students on an appropriate University Web site.
5. Explore the feasibility of career services for alumni.
6. Work with vendors to ensure the accuracy of names, email addresses, and street addresses in alumni databases.
7. Increase the use of technology when communicating with alumni and donors.

Objective 6.1.4:

Increase the number of alumni attending sponsored events 40% by 2022.

Activities

1. Link Alumni information to School and Departmental sites.
2. Develop a list of successful Alumni.
3. Feature prominent Alumni at School symposia, conferences, and workshops.
4. Update and maintain records more regularly. Send more frequent reminders to graduates of Alumni news link.
5. Survey alumni to determine activities that would attract them to Alumni-sponsored events.
6. Promote an annual GhanaCU Alumni & Friends (GAFA) Homecoming events in October

