

## INTRODUCTION

### 1.1 THE VISION AND MISSION OF METHODIST UNIVERSITY COLLEGE GHANA (MUCG)

The Vision of Methodist University College Ghana is “to promote and develop academic excellence, spirituality, morality and excellence within the Ghanaian society”. Its Mission is “to impart knowledge and skills in disciplines relevant to national development within the context of global development and at the same time ensure an all round development of the student mentally, physically and spiritually on the basis of Christian principles”.

### THE PURPOSE OF THE STRATEGIC PLAN

This strategic plan (2006-2011) has been designed to help attain the goals set out in the Vision and Mission of the Methodist University College Ghana. It sets out the strategy to be followed over the next five years for:

- providing the facilities and education that will prepare students to meet the manpower requirements of Ghana,
- promoting research to be applied to national problems and
- developing students’ capacity for critical thinking and problem-solving.

The research agenda of the plan is aimed at:

- increasing job opportunities in Ghana by providing a database for public and private decisions,
- the effective use of technology,
- the promotion of a healthier physical environment and
- the holistic development of students’ skills, knowledge and attitudes.

The plan envisages that five years after graduation, each MUCG graduate will be gainfully employed and involved in community and church service.

### 2.0 THE STRATEGIC INSTRUMENTS

The three main instruments for achieving the aims of the plan are instruction, research and service to the community.

#### 2.1 INSTRUCTION

The teaching methods to be used will be based on recent pedagogical research and will include problem-based learning, peer learning and computer-based pedagogy. Interactive learning will be emphasized. Peer teaching and group learning will be used to enhance the teaching and interpersonal skills of students. Space and internet access will be provided for these teaching-learning methods in the various buildings to be erected on the campuses.

Computer-based instruction for the teaching of English and electronic tutors for learning various basic software will be provided as soon as possible. Enough reading materials will have to be provided for students to make reports on them. Computer-based mathematics instruction will also be provided.

Lecturers will be encouraged to produce textbooks and other learning materials that will require students to find information from the internet or the library.

Changes in curricular and academic policies will need to be made to ensure that students are enabled to master fundamentals before advanced topics are introduced.

The study of French should include exposure of students to the use of the language in French-speaking countries.

The feasibility of teaching and learning Chinese will be explored.

Improvement courses for students with weak senior secondary fundamentals will need to be mounted.

## 2.2 RESEARCH

MUCG will concentrate on the following research areas for national development.

### 2.2.1 Applied Statistics

Survey researches will be carried out to underpin national policies and for firms that need market surveys.

### 2.2.2 Agriculture

The Wenchi campus will undertake researches in agribusiness, agriprocessing, horticulture and financial services. Agribusiness Development Centres will be established in Yeji, Ejura (and other places).

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### 2.2.3 Information and Communication Technology

Research into specific areas of ICT especially telecommunication will be promoted. ICT will be used to enhance survey based research, credit programmes and education.

### 2.2.4 Environmental Analyses and Eco-tourism

Researches will be carried out on the environment, residents' attitudes and environmental conditions for eco-tourism.

## 2.3 SERVICE TO THE COMMUNITY

Ninety percent (90%) of day students and forty-five percent (45%) of evening students will be expected to give service to the community while at MUCG and will continue to do so after they leave. The service should also be a source of learning useful skills.

## 2.4 SUPPLEMENTS TO THE THREE STRATEGIC TOOLS

### 2.4.1 Gender Policy

The gender make-up of academic staff will be brought close to parity over the five-year period. Therefore two-thirds of incoming senior members will have to be female. A gender centre will be established.

### 2.4.2 Entrepreneurial Skills and Manpower Development

CD-Roms in the Business Advisory and IT Enterprise Centre will be used to train bank loan officers and Non-Governmental Organization staff to teach entrepreneurial skills to recipients of loans.

### 2.4.3 Character Development

Character development programmes aimed at the intellectual, physical and attitudinal development of the student will be mounted.

2.4.4 Students and Lecturers with Disabilities

MUCG will need to develop a policy for students and lecturers with disabilities.

#### 2.4.5 Recommendations

In pursuit of the three Strategic Instruments, it is recommended that:

- a. MUCG immediately and strenuously seek research funding from donor agencies and, in particular, the Millennium Challenge Account (MCA);
- b. MUCG seek funding to carry out research and pilot programmes for innovative teaching and learning to a broad range of students;
- c. MUCG immediately hold planning meetings to explore possibilities for MUCG teaching and learning research beginning with areas in which donors including the African Development Bank have expressed interest.

### 3.0 RESOURCES NEEDED

Carrying out the MUCG Vision and Mission requires resources for instruction, research and service.

#### 3.1 Instruction

More and well-qualified lecturers, who should be well-paid, and adequate physical and electronic resources are needed. Also needed are classrooms, offices and ICT equipment for instruction, research and administration.

#### 3.2 Research

For research, funds are needed for more electronic resources, travel and supplies. Lecturers will also need time to develop proposals and carry out their researches.

#### 3.3 Service

There should also be funding for staff supplies and travel for service to the community.

### 3.4 Revenue for Needed Resources

#### 3.4.1 Tuition Fees from Students

Tuition fees paid by students can reach almost 120 billion cedis by the year 2011 but this should be less than seventy percent (70%) of MUCG's income in 2010-2011, if unpaid fees are considerably reduced. The Finance Office will explore the possibilities of a bank loan programme that will ensure timely payment of fees by students. Areas for exploration will include government guarantees, government subsidies and incentives provided by MUCG.

#### 3.4.2 Funded Research

A very large and sustained increase in research funding reaching nineteen percent (19%) of MUCG's operating income in 2010-2011 will be necessary. Assumed projections are five billion cedis in research by 2007 and thirty billion cedis by 2010.

### 3.4.3 **Alumni Contributions**

Alumni contributions are likely to start in the fifth year of the plan. An alumni office needs to be set up now to make this possible.

### 3.4.4 **Individual Contributions**

Naming of buildings and other infrastructure after individual persons who make substantial contributions will be encouraged.

### 3.4.5 **The Methodist Church**

The contributions from the Methodist Church, which can reach 4.5 billion cedis by 2011, should be reserved for capital expenditure.

### 3.4.6 **The Government of Ghana**

The Government of Ghana will be persuaded to make financial contributions with the argument that a small subsidy to students in a private tertiary institution will cost the government less than building more capacity at a state university.

### 3.4.7 **Enterprise**

MUCG will engage in the following enterprises

- a. Business advisory services
- b. IT services outside the college
- c. Sale of products from Wenchi campus
- d. Distance education centres in the dioceses of the Methodist Church
- e. Environmental services and products through the new environment and eco-tourism activity.

## 4.0 **FISCAL FORECAST**

The next two pages give a forecast of revenues and expenditures over the Plan period. The resulting picture indicates that Management and the Finance Committee must work towards increasing revenues and decreasing expenditure especially in the early stages of the Plan period. MUCG should also employ a full time fund raiser.

TABLE 1

## PROJECTED REVENUE

YEAR	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Inflation Assumption	10%	10%	10%	10%	10%
<b>REVENUE</b>					
#Day students	1,053	1,317	1,647	2,059	2,574
Tuition Fees	14.6	16.1	17.7	19.4	21.4
#Evening students	1,269	1,587	1,984	2,480	3,100
Tuition Fees	12.7	13.9	15.3	16.8	18.5
<b>Total Tuition Fees</b>	<b>31,432</b>	<b>43,241</b>	<b>59,474</b>	<b>81,782</b>	<b>112,455</b>
Less Bad debt	209	251	301	361	433
<b>Tuition Fees Collected</b>	<b>31,223</b>	<b>42,990</b>	<b>59,173</b>	<b>81,421</b>	<b>112,022</b>
Research	1,500	5,000	10,000	20,000	30,000
Enterprises	550	1,080	3,100	5,120	10,150
Investment Income	1,500	1,800	1,900	1,900	2,000
Alumni					
Methodist Church	3,000	3,500	4,000	4,200	4,500
Government	1,589	650	780	1,014	1,318
Donations	450	507	659	857	1,114
<b>TOTAL REVENUE</b>	<b>39,812</b>	<b>55,527</b>	<b>79,612</b>	<b>114,512</b>	<b>161,104</b>

**TABLE 2 PROJECTED EXPENDITURE AND BALANCE (Numbers in million of cedis)**

YEAR	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
Inflation Assumption	10%	10%	10%	10%	10%
<b>EXPENSES</b>					
# Acad. Staff (Full-time)	47	62	81	106	138
Total Salary	13,766	17,895	23,264	30,243	39,316
# Acad. Staff (Part-time)	50	55	61	68	75
Total Salary	281	365	475	617	802
Support Staff (for teaching)	8	11	15	20	26
Total Salary	4,525	5,883	7,648	9,942	12,925
<b>Direct Teaching</b>	<b>18,572</b>	<b>24,143</b>	<b>31,387</b>	<b>40,802</b>	<b>53,043</b>
Other Education expenses	2,750	3,574	4,647	6,041	7,853
<b>Total teaching expenses</b>	<b>21,322</b>	<b>27,717</b>	<b>36,034</b>	<b>46,843</b>	<b>60,896</b>
Library Expenditure	2,111	2,745	3,568	4,638	6,030
Central Administration	7,831	10,181	13,235	17,205	22,367
Student & Staff Facilities	2,711	3,524	4,581	5,955	7,741
Municipal Services	2,102	2,733	3,553	4,618	6,003
Computers	1,040	1,352	1,758	2,285	2,970
Internet	130	169	220	286	371
Miscellaneous	893	1,131	1,440	1,842	2,365
<b>Operating Costs</b>	<b>38,040</b>	<b>49,452</b>	<b>64,289</b>	<b>83,572</b>	<b>108,643</b>
Capital Expenditure		6,295	11,454	14,195	18,433
	3,635				
<b>TOTAL EXPENDITURE</b>	<b>41,675</b>	<b>55,747</b>	<b>75,743</b>	<b>97,767</b>	<b>127,076</b>
<b>Surplus (Deficit)</b>	<b>-1,863</b>	<b>-220</b>	<b>3,869</b>	<b>16,745</b>	<b>34,028</b>
<b>Notes:</b>					
Student/Acad. Staff Ratio	33:1	33:1	33:1	33:1	33:1
Student/Support Staff Ratio	291:1	264:1	243:1	227:1	219:1
Support Staff/Lecturer ratio	1:9.0	1:8.2	1:7.5	1:7.0	1:6.8
Space/Student Ratio (sq m)	1.0	1.0	1.1	1.1	1.2
Research + Enterprise	2,050	6,080	13,100	25,120	40,150
% of revenue	5.7%	11.6%	17.1%	22.6%	25.4%

5.0 RECOMMENDATIONS

The various sub-committees having done SWOT analyses and needs assessment made various recommendations under the following headings:

1. Leadership and Succession
2. Students: Vision for their future
3. Teaching and Learning
4. Centre for Moral/Character and Personality Development
5. Faculty Development and Research
6. Gender Mainstreaming
7. Service to the Community
8. Physical and Electronic Facilities Development
9. Finance

The recommendations and projections made appear in the following pages.

**STUDENTS: VISION FOR THEIR FUTURE**

**TABLE 3**

PROJECTIONS BY AVERAGE RATE OF 25%						
DAY AND EVENING AT A RATIO OF 4:6						
YEAR	DAY	%	EVENING	%	TOTAL	DIFFERENCE
2006/07	944	40	1415	60	2359	472
2007/08	1179	40	1769	60	2948	590
2008/09	1474	40	2211	60	3686	737
2009/10	1843	40	2764	60	4607	921
2010/11	2303	40	3455	60	5759	1152

TABLE 4

PROJECTIONS BY AVERAGE RATE OF 35%						
DAY AND EVENING AT A RATIO OF 4:6						
YEAR	DAY	%	EVENING	%	TOTAL	DIFFERENCE
2006/07	1019	40	1528	60	2547	660
2007/08	1376	40	2063	60	3439	892
2008/09	1857	40	2786	60	4643	1204
2009/10	2507	40	3761	60	6268	1625
2010/11	3385	40	5077	60	8461	2194

**TABLE 5**

PROJECTIONS BY AVERAGE RATE OF 25%						
MALE AND FEMALE AT A RATIO OF 6:4						
YEAR	MALE	%	FEMALE	%	TOTAL	DIFFERENCE
2006/07	1415	60	944	40	2359	472
2007/08	1769	60	1179	40	2948	590
2008/09	2211	60	1474	40	3686	737
2009/10	2764	60	1843	40	4607	921
2010/11	3455	60	2303	40	5759	1152

**TABLE 6**

PROJECTIONS BY AVERAGE RATE OF 35%						
MALE AND FEMALE AT A RATIO OF 6:4						
YEAR	MALE	%	FEMALE	%	TOTAL	DIFFERENCE
2006/07	1528	60	1019	40	2547	660
2007/08	2063	60	1376	40	3439	892
2008/09	2786	60	1857	40	4643	1204
2009/10	3761	60	2507	40	6268	1625
2010/11	5077	60	3385	40	8461	2194

**TABLE 7**

PROJECTIONS BY AVERAGE RATE OF 45%						
MALE AND FEMALE AT A RATIO OF 6:4						
YEAR	MALE	%	FEMALE	%	TOTAL	DIFFERENCE
2006/07	1642	60	1094	40	2736	849
2007/08	2380	60	1587	40	3967	1231
2008/09	3452	60	2301	40	5753	1785
2009/10	5005	60	3337	40	8341	2589
2010/11	7257	60	4838	40	12095	3754

**TABLE 8**

PROJECTIONS BY AVERAGE RATE OF 45%						
DAY AND EVENING AT A RATIO OF 4:6						
YEAR	DAY	%	EVENING	%	TOTAL	DIFFERENCE
2006/07	1094	40	1642	60	2736	849
2007/08	1587	40	2380	60	3967	1231
2008/09	2301	40	3452	60	5753	1785
2009/10	3337	40	5005	60	8341	2589
2010/11	4838	40	7257	60	12095	3754

The average student growth rate in the first five years is 56%. This may not continue so it was decided to make projections based on the low, medium and high growth rates of 25%, 35% and 45%.

The middle rate of 35% is the most likely trend to project with for the long term. This rate projects students' population in 2010/11 to be 3,385 Day students and 5,077 Evening students or a total of 8,461 students (Table 2). This total figure also breaks down into 5,077 male and 3,385 female students (Table 5). The total includes Tema and Wenchi.

The establishment of satellite campuses in Tema and Wenchi is expected to bring about a slight deviation from the projections which have been outlined above. Therefore it is good to also keep the projection based on the higher rate of 45% in view (See tables 3 and 6).

TABLE 9 PROJECTIONS 2006 – 2011 TEACHING AND LEARNING

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
1.0 To attract, recruit and retain highly qualified and skilled lecturers, professional and administrative staff, (especially female staff as well as experienced and reputable academics).	1.1 Provide attractive remuneration package for staff.	1.1.1 Enhance salaries and allowances for staff.	Highly qualified and skilled staff attracted and recruited.	\$1,500,000	2007 - 2011	Principal Registrar Finance Officer
	1.2 Provide attractive and congenial working environment for staff.	1.2.1 Construct 2 semi detached housing units.	Experienced staff retained.	\$140,000	2007 - 2011	Principal Registrar Finance Officer
		1.2.2 Provide an effective car loan scheme for 5 senior members each year.		\$250,000	2007-2011	Principal Registrar Finance Officer
		1.2.3 Develop a housing loan scheme.		\$140,000	2007-2011	Principal Registrar Development Officer Finance Officer
		1.2.4 Provide improved conditions of service for staff on contract.		\$125,000	2007-2011	Principal Registrar Finance Officer
		1.2.5 Provide improved social and recreational amenities within the university.		\$75,000	2007-2011	Principal Registrar Finance Officer
	1.3 Advertise the university	1.3.1 Organise public lectures and Open Days.	Staff attracted and recruited.	\$5,000	2007-2011	Principal Registrar
		1.3.2 Create and maintain a website for the university		\$10,000	2007-2011	Principal Registrar IT Department



	1.4 Provide attractive conditions for female staff.	1.4.1 Establish a centre for gender issues.	The number of highly qualified female staff increased.	\$5,000	2007-2008	Principal Registrar
		1.4.2 Organise women only workshops on research and leadership skills.		\$15,000	2007-2011	Principal Registrar
		1.4.3 Provide financial assistance for research into gender issues.		\$30,000	2007-2011	Principal Registrar
		1.4.4 Allocate a specified number of scholarships to female staff.		\$50,000	2007-2011	Principal Registrar Deans Unit Coordinators Finance Officer
		1.4.5 Provide opportunities for short term and long term training programmes for female staff development.		\$50,000	2007-2011	Principal Registrar Deans Unit Coordinators Finance Officer
		1.4.6 Make a conscious effort to ensure female representation on all committees.			2007-2011	Principal Registrar Deans Unit Coordinators Finance Officer
2.0 To improve professional and academic competencies of staff through staff training and development.	2.1 Encourage academic and administrative staff to upgrade themselves.	2.1.1 Absorb some of the Teaching Assistants (TAs) into the Graduate Programmes.	TAs should embark on Masters Programmes within two years of employment.	\$60,000	2007-2011	Principal Registrar Deans Unit Coordinators Quality Assurance Desk Finance Officer

		2.1.2 Encourage all young academic staff to enroll in local universities for higher degrees.		\$75,000	2007-2011	<b>Principal</b> Registrar Deans Unit Coordinators Finance Officer
		2.1.3 Establish links locally and internationally.	A minimum of 5 lecturers enrolled for PhD. Professional competencies of academic staff improved	\$80,000	2007-2011	<b>Principal</b> Registrar Deans Unit Coordinators Finance Officer
	2.2 Encourage professional and administrative staff to upgrade themselves.	2.2.1 Support professional and administrative staff to upgrade themselves.	Staff competencies improved.	\$50,000	2007- 2011	<b>Vice Principal</b> Registrar Finance Officer
	2.3 Encourage Faculties and Departments to organize regular seminars/workshops to upgrade the knowledge and professional competencies of academic staff in their various disciplines.	2.3.1 Invite qualified and experienced resource persons as facilitators to assist in seminars and workshops.	Departments assisted by facilitators.	\$100,000	2007-2011	<b>Vice Principal</b> Registrar Deans Unit Coordinators Finance Officer
	2.4 Encourage staff to present papers at national and international conferences	2.4.1 Strengthen the Faculties to support staff to write papers for national	10 papers per year supported	\$5,000	2007-2011	<b>Principal</b> Registrar Deans Unit Coordinators Finance Officer

		and international conferences				
		2.4.2 Keep records of papers presented at conferences	Research papers kept at the library for reference	\$5,000	2007 - 2011	<b>Principal</b> Registrar Librarian Finance Officer

		2.4.3 Institute funding for national and international conferences.	Papers presented by staff funded.	\$100,000	2007 - 2011	<b>Principal</b> Registrar Research & Conferences Committee Finance Officer
	2.5 Promote the collegiate system to enhance the exchange of ideas among disciplines.	2.5.1 Collaborate yearly with experts in specific disciplines within the University to work as team members in research.	Research from various Departments documented.	\$25,000	2007-2011	<b>Principal</b> Registrar Deans Research & Conferences Committee Librarian Finance Officer
		2.5.2 Establish a Selective Dissemination of Information (SDI) service.	Staff kept abreast with current information	\$5,000	2007-2011	<b>Principal</b> Librarian
		2.6 Introduce a mentoring system for academic staff	2.6.1 Determine and establish a framework for the mentoring	Staff competencies improved	\$5,000	2007-2009

		system.				
3.0 Vigorously pursue distance education / university teaching content, develop new and relevant programmes and periodically review the existing ones	3.1 Evaluate and rank all existing programmes according to level of patronage.	3.1.1 Complete detailed review report on courses.	Evaluation and ranking established.	\$1,000	2007-2008	<b>Vice Principal</b> Registrar Deans Unit Coordinators
	3.2 Upgrade/review programmes with little or no patronage.	3.2.1 Develop new curriculum for courses	Curriculum developed/ revised	\$1,000	2007-2008	<b>Vice Principal</b> Registrar Deans Unit Coordinators
	3.3 Carry out comprehensive industry competency needs assessment in collaboration with selected key corporate bodies in the economy	3.3.1 Carry out a study to establish the needs.	Completed needs assessment report.	\$10,000	2007-2008	<b>Principal</b> Registrar Deans

	3.4 Identify and acquire learning and teaching materials and equipment required to run revised and new programmes.	3.4.1 Carry out a study to achieve objective.	Increase in demand for new and existing programs	\$10,000	2007-2008	<b>Vice Principal</b> Deans Librarian  Director, Multi-Media Centre
4.0 Provide integrated modern Information and Communication Technology facilities	4.1 Review current information and communication systems infrastructure usage and identify gaps.	4.1.1 Delegate the responsibility to a specific group	ICT Infrastructure status established for future planning.	\$4,000	2007-2008	<b>Principal</b> Dean of Soc. Stud. IT Department

	4.2 Systematically modernize the stock of personal computers available in the university to meet the demand of latest software like UNIX operating system and other basic tasks of computation and communication.	4.2.1 Establish ICT facilities and review status of existing facilities.	ICT facilities equipped with latest and relevant software.	\$500,000	2007-2011	<b>Principal</b> Registrar Dean of Soc. Stud IT. Dept. Finance Officer
	4.3 Improve upon computer literacy program by providing more computers for staff and students.	4.3.1 Organise training sessions and workshops for staff and students.	Ratio of PCs to Users - Lecturers - Students increased.	\$25,0000	2007 - 2011	<b>Principal</b> Registrar Dean of Soc. Stud IT. Dept.
	4.4 Improve physical ICT infrastructure and provide multi-media video facility.	4.4.1 Give on contract a study to develop ICT concept for the university.	Multimedia facilities made more efficient	\$300,000	2007 - 2011	<b>Principal</b> Registrar Dean of Soc. Stud Director, Multi-Media Centre Finance Officer
	4.5 Provide fast and reliable access to the internet.	4.5.1 Delegate to a specific group	Fast and reliable internet access provided.	\$20,000	2007-2008	<b>Principal</b> Registrar Dean of Soc. Stud Chairman, Multi-Media Committee Coordinator, IT Unit
	4.6 Attract, train, retrain, motivate, retain ICT staff	4.6.1 Advertise and encourage/motivate present staff.	ICT staff competence upgraded.	\$30,000	2007 - 2011	<b>Principal</b> Registrar
	4.7 Integrate ICT systems into teaching, learning and research through the training of all staff in ICT systems for teaching.	4.7.1 Develop integration plan and implement it..	Staff knowledge of ICT improved and efficiency increased	\$50,000	2007 - 2011	<b>Vice Principal</b> Registrar Deans IT. Dept. Finance Officer
	4.8 Improve upon user support by providing real time help for academic and administrative computing.	4.8.1 Develop appropriate plan.	User confidence in ICT provider increased.	\$10,000	2007 - 2011	<b>Principal</b> Registrar Dean of Soc. Stud IT. Dept.

TABLE 10 PROJECTIONS 2006 -2011 CENTRE FOR MORAL/CHARACTER AND PERSONALITY DEVELOPMENT

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
1.0 Set up Centre for Moral Character and Personality Development	1.1 Contact with established centres	1.1.1 Determine Budgetary Provision for Programme  1.1.2 Seek admission for MUCG staff to train in established centres  1.1.3 Train at established centres	Competent Staff trained	\$80,000	2007-2011	<b>Principal</b> Vice Principal Dean, Faculty of General Studies Finance Officer
	1.2 Assemble possible Programmes, Methods, Syllabuses to adopt	1.2.1 Draw up MUCG scheme and courses  1.2.2 Seek Academic Board Approval/ Accreditation	More trained personnel with strong character and personality	\$15,000	2007-2011	<b>Principal</b> Vice Principal Dean, Faculty of General Studies

		1.2.3 Mount the programme				
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TABLE 11 PROJECTIONS 2006-2011 FACULTY DEVELOPMENT AND RESEARCH

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
D To improve on quality and quantity of staff	1.1 Embark on recruitment drive and put in place measures to motivate and retain staff through hiring, research and further training; train post-graduate students to join staff of MUCG.	1.1.1 Sponsor staff to acquire higher degrees and/or professional qualification	Staff will acquire more in-depth training to be able to discharge their duties more effectively.	\$100,000	2007-2011	Principal Registrar Deans Finance Officer
	1.2 Advance the dissemination of knowledge and its applications.	1.2.1 Increase number of postgraduate courses and students. Establish a Board of Graduate Studies.	Increase in quality and quantity of staff of MUCG to cope with increasing student numbers.	\$50,000	2007-2011	Principal Registrar Deans Finance Officer
		1.2.2 Increase research activities and publications as well as	International image of staff and MUCG will be enhanced; MUCG's contribution to national development will increase.	\$50,000	2009-2011	Principal Deans Librarian Finance Officer

		seminars.				
		1.2.3 Increase number of Senior Lecturers and Professors.	Quality of teaching and research as well as job satisfaction will be enhanced.	\$100,000	2007-2011	<b>Principal</b> Deans Librarian Finance Officer
		1.2.4 Offer attractive emoluments and conditions of service.	Very qualified and satisfied staff will be retained. Young and committed staff will be attracted	\$10,000	2007-2011	<b>Principal</b> Registrar Deans Finance Officer
		1.2.5 Create avenues for staff to earn additional income e.g. through consultancies, extra programmes such as distance education.			2007-2011	<b>Principal</b> Registrar Finance officer Deans Director of Development
		1.2.6 Create improved work environment in terms of				

		facilities and safety.				
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TABLE 12 PROJECTIONS 2006 – 2011 GENDER MAINSTREAMING

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
1.0 To make gender issues a focal point in university activities and planning	1.1 Create awareness about gender issues	1.1.1 Organize focus-group discussions	An increased awareness and appreciation of the issues of gender within and outside the institution	\$10,000	2007-2011	Principal Registrar Gender Desk Officer Organizations involved in gender-related programmes
		1.1.2 Disseminate information about gender-related issues				
		1.1.3 Invite both internal and external resource persons to give addresses on gender-related issues				
	1.2 Include gender mainstreaming in student	1.2.1 Organize pre-admissions courses	Admissions of more female students to ensure and sustain gender	\$5,000	2009-2011	Principal Deans Gender Desk Officer Senior Assistant

	admissions policies	for female secondary school students with low grades	parity in student admissions			Registrar, Academic Affairs Section
		1.2.2 Disaggregation of information on student recruitment and end-of-study grades (classes)	Clarity of information on gender parity to aid policy decisions			
	1.3 Include gender sensitivity in courses taught at MUCG	1.3.1 Train lecturers to be gender sensitive	Appreciation of the male and female differences in the study and implementation of the courses taught	\$5,000	2007-2011	<b>Principal</b> Deans Gender Desk Officer Unit Coordinators
		1.3.2 Introduce a course on gender development				

	1.4 Involve gender mainstreaming in staff recruitment	1.4.1 Encourage qualified female staff to apply for senior administrative and academic positions.	Gender parity among members of staff	\$5,000	2007-2011	Principal Registrar Deans Assistant Registrar, Personnel/General Administration Unit Coordinators
		1.4.2 Sustain the gender parity in junior staff recruitments and maintenance.				
		1.4.3 Disaggregation of information on staff recruitment and maintenance	Clarity of the progress made towards gender parity to aid policy making			

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
1.0 To get most staff and students of MUCG engaged in Community service	1.1 Define what community service is and provide students with the necessary information and generate interest in serving their community	1.1.1 Invite student participation in the definition of community service for students	A clear-cut and widely accepted definition of community service will be obtained	\$5,000	2007-2008	Registrar Dean of Students Vice Dean of Students

		1.1.2 Arouse interest in community service through repeated talks and announcements at public gatherings and as part of some course requirements	About 70% of Day Students and about 40% of Evening Students will be engaged in community service	\$7,000	2007-2011	Registrar Dean of Students Vice Dean of Students
		1.1.3 Begin a comprehensive programme of community service at the satellite campuses		\$300,000	2007-2011	Registrar Dean of Students Vice Dean of Students Coordinators for Satellite campuses Finance Officer

**TABLE 13 PROJECTIONS 2006 – 2011**

OBJECTIVE	STRATEGIES	ACTIVITIES	EXPECTED OUTCOMES	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
<p>1.0 To get most staff and students of MUCG engaged in Community service</p>	<p>1.1 Define what community service is and provide students with the necessary information and generate interest in serving their community</p>	<p>1.1.1 Invite student participation in the definition of community service for students</p>	<p>A clear-cut and widely accepted definition of community service will be obtained</p>	<p>\$5,000</p>	<p>2007-2008</p>	<p><b>Registrar</b> Dean of Students Vice Dean of Students</p>
		<p>1.1.2 Arouse interest in community service through repeated talks and announcements at public gatherings and as part of some course requirements</p>	<p>About 70% of Day Students and about 40% of Evening Students will be engaged in community service</p>	<p>\$7,000</p>	<p>2007-2011</p>	<p><b>Registrar</b> Dean of Students Vice Dean of Students</p>
		<p>1.1.3 Begin a comprehensive programme of community service at the satellite campuses</p>		<p>\$300,000</p>	<p>2007-2011</p>	<p><b>Registrar</b> Dean of Students Vice Dean of Students Coordinators for Satellite campuses Finance Officer</p>

		1.1.4 Appoint members of staff who will go out with the peer counsellors for outreach programmes		\$30,000	2007-2011	<b>Registrar</b> Dean of Students Vice Dean of Students
		1.1.5 Institute an award scheme for students who excel in community service during Congregation ceremonies.		\$50,000	2006-2011	<b>Vice Principal</b> Registrar Dean of Students Vice Dean of Students Finance Officer
		1.1.6 Establish and sustain a Counselling Centre that will coordinate the activities of peer counsellors		\$100,000	2006-2011	<b>Vice Principal</b> Dean of Students Vice Dean of Students Director of the Counselling Center Finance Officer
		1.1.7 Institute an evaluation programme	A comprehensive assessment of the effects of the service to community	\$5,000	2006-2011	<b>Dean of students</b> Director of the Counselling Centre

		1.2 Define what community service is and encourage staff involvement in community service	1.2.1 Include the importance of community service in quality assurance workshops for members of staff during orientation programmes	70% participation of members of staff involved in community service	\$5,000	2007-2008	Vice Principal Registrar
	1.2.2 Arouse the need for community service				2007-2008	Vice Principal Registrar	
	1.2.3 Institute community service as an important factor for staff promotion				2006-2011	Vice Principal Registrar Asst. Registrar Personnel/ General Administration	
	1.2.4 Establish and sustain a Management Advisory/Consultancy Centre to facilitate staff service to the community		\$15,000		2007-2011	Vice Principal Registrar	
	1.2.5 institute an award scheme for staff who engage in Community service at annual Congregation ceremonies		\$10,000		2007-2011	Vice Principal Registrar Asst.. Registrar Personnel/General Administration	

TABLE 14 PROJECTIONS 2006 – 2011 PHYSICAL AND ELECTRONICS FACILITIES

## DEVELOPMENT

OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTCOME	BUDGET ESTIMATES	TIME FRAME	RESPONSIBILITY
1.0 To upgrade and expand existing facilities—physical and electronic.	1.1 Provide well equipped academic facilities	1.1.1 Construction of second lecture block.	A student population of about 5,000 will be catered for	\$1,200,000	2006-2008	<b>Principal</b> Director of Development. Finance Officer
		1.1.2 Construction of additional faculty facility.	An increased number of academic staff will be catered for	\$500,000	2008-2010	<b>Principal</b> Director of Development Finance Officer
		1.1.3 Construction of library	Study and research on campus will be enhanced	\$1,000,000	2007-2009	<b>Principal</b> Director of Development Librarian Finance Officer
		1.1.4 Acquisition and development of Ashaiman site	Anticipated increase in Tema campus figures will be catered for	\$1,200,000	2006-2011	<b>Principal</b> Registrar Director of Development Finance Officer

		1.1.5 Improvement of IT systems	LAN & WAN will be complete for all facilities.	\$500,000	2006-2011	<b>Principal</b> Chairman, Multimedia Director, I. T Centre Director of Development Finance Officer
		1.1.6 Construction of sports facilities	Physical conditions of users will be improved	\$200,000	2006-2011	<b>Principal</b> Dean of Students SRC Director of Development. Director of Sports Finance Officer
		1.1.7 Construction of reservoir	Water shortage problems will be solved	\$200,000	2007-2011	<b>Principal</b> Director of Development Finance Officer
	1.2 Build, operate and transfer schemes	1.2.1 Construction of shops, staff flats, students' accommodation	The quality of life for all on campus will be improved		2006-2011	<b>Principal</b> Dir. of Development Business Manager Finance Officer

## 6.0 CONCLUSION

The Strategic Plan has set out the methods, the means and the resources that will be needed to move MUCG forward in the course of the five years ahead as it tries to achieve the goals enshrined in its vision and mission. It has spelt out the three main instruments, namely, instruction, research and service to the community by which the lofty goals can be attained. Significantly, the plan seeks to bring about a transformation of teaching and learning facilitated by increased and directed use of ICT resources. It also indicates in considerable detail the resources that will be needed to accomplish the set task and offers diverse ways by which these resources can be obtained.

The recommendations and projections set out various facets of the task hand in facts and figures. These features of the plan make it a clear map of vision and a useful guide to well-directed results in the next five years. It is to be hoped that what the plan offers will be carefully studied, grasped and implemented so that its potential for bringing about proactive policies and practices will be fully realized to underpin the avowal of the Principal, Very Reverend Professor S. K. Adjepong that "MUCG is determined to realize her uncompromisable aim of becoming a nationally and internationally recognized university of distinction".

The College, which is currently affiliated to the University of Ghana, intends to work to become a fully fledged and autonomous university by the end of the Plan period.

*Date: April 2007*