



**AKENTEN
APPIAH-MENKA
UNIVERSITY**

*of Skills Training and Entrepreneurial
Development*



CORPORATE STRATEGIC PLAN

2025-2029

... Building a Better Future

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EXECUTIVE SUMMARY

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED), Kumasi, Ghana, was established in 2020, with a clear-cut mandate to provide higher education and relevant competencies in Technical and Vocational Education and Training (TVET) and Entrepreneurial skills; provide higher education in technical, vocational, and entrepreneurial training to develop skilled manpower for job creation and economic development; train and provide teachers with the relevant competence for teaching in technical and vocational education and training institutions; train and provide teachers with the relevant competence for teaching entrepreneurial development, and; develop strong linkages between the University and (i) industry, or (ii) the community, to ensure the holistic training of teachers. It is therefore, crucial for the University at its nascent years to carve out a strategic direction in line with the relevant regulatory and institutional policies and Management of the University that will ensure effective delivery on this core mandate.

The Strategic Plan commits us to be “The University for A Better Future”. To achieve this, the University will set the pace in developing the human capabilities that Ghana needs, by harnessing talents and resources to respond to contemporary challenges and opportunities. The development of the Plan required broad consultation involving the University Council which oversaw the development of the Five-Year Corporate Strategic Plan (2025 - 2029). A situational analysis of the University was undertaken using a blended “bottom-up” and “top-down” approach, in several interactive meetings and workshops involving Faculties, Institutes, Directorates, Departments, Sections, Units, Students, Industry and other stakeholders. This analysis led to the identification of six (6) strategic themes, nineteen (19) well-defined objectives with strategies, as well as, key activities and performance indicators that will be diligently monitored and evaluated on regular basis by the various Strategic Plan Implementation Teams (SPIT) in the University. A summary of these is outlined below:

Theme 1.0: Excellent Teaching and Learning in TVET and Entrepreneurship Education

Objectives:

- 1.1 Provide Competency-Based Training for all Academic Programmes
- 1.2 Provide Entrepreneurial Training and Skills
- 1.3 Provide Quality Teaching, Learning and Research
- 1.4 Create a Conducive and State-of-the-Art Teaching and Learning Environment

Theme 2.0: Innovative and Demand-Driven Research

Objectives:

- 2.1 Support high quality and innovative research in TVET and Entrepreneurship
- 2.2 Promote demand-driven research for industry

Theme 3.0: Staff Development and Welfare

Objectives:

- 3.1 Attract, develop and retain high calibre staff
- 3.2 Promote staff welfare development

Theme 4.0: Partnerships and Sustainable Resource Mobilization

Objectives:

- 4.1 Establish international collaborations and partnerships
- 4.2 Establish local collaborations and partnerships
- 4.3 Establish innovative and sustainable resource mobilisation
- 4.4 Promote efficient, transparent and accountable resource management
- 4.5 Promote sustainable resource management

Theme 5.0: Quality Assurance, Branding and Visibility

Objectives:

- 5.1 Adhere to standards in curriculum development in TVET & entrepreneurship
- 5.2 Ensure high quality standards in the university's operations
- 5.3 Strengthen assessment practices for staff, students and physical assets
- 5.4 Establish mechanisms for making the university visible

Theme 6.0: Equity and Diversity

Objectives:

- 6.1 Promote gender equity
- 6.2 Promote inclusivity and diversity at all levels

Conclusion

For effective implementation of the Five-Year AAMUSTED Corporate Strategic Plan, Deans, Directors, Heads of Department, Sections and Units and various lead responsible officers would have to collaborate and integrate it in their daily activities, by developing effective operational plans and targets that would reflect individual contributions to the overall targets for AAMUSTED.

**AKENTEN APPIAH-MENKA UNIVERSITY OF SKILLS TRAINING AND
ENTREPRENEURIAL DEVELOPMENT**

FIVE-YEAR CORPORATE STRATEGIC PLAN, 2025 - 2029

1.0 Foreword

This five-year corporate strategic plan, captioned, “Building A Better Future”, is the maiden strategic document for the Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED). This 2025 - 2029 Corporate Strategic Plan, has emerged from a wide consultation approach, seeking views from all stakeholders following the needs assessment conducted by the University.

It takes cognizance of context-specific demands and challenges relating to the University’s mandate of providing higher education in technical, vocational and entrepreneurial training for job creation and relevant competencies in teaching TVET and entrepreneurial development through strong linkages with industry and the community.

The plan highlights the need to adopt innovative and sustainable approach in skills development in TVET and Entrepreneurship. It further places emphasis on access and equity and exploration of innovative ways of generating and managing the resources of the University for development. The strategic plan focusses on providing excellent teaching and learning in TVET and Entrepreneurship whilst ensuring that the University undertakes innovative, and demand driven research. It also places emphasis on quality assurance, branding the University and making it visible. Staff development and welfare, as well as equity, social inclusiveness and diversity feature prominently in the strategic plan.

The various structures of the University are expected to use all the available opportunities provided in this strategic plan for the smooth running of the University. In conclusion, my sincere gratitude goes to all individuals and groups who have played various roles in the development of the University through the preparation of this document.

PROF. FREDERICK KWAKU SARFO

VICE-CHANCELLOR

2.0 Introduction: - The Planning Process

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED) was established in 2020, with a clear-cut mandate to provide higher education and relevant competences in Technical and Vocational Education and Training (TVET) and Entrepreneurial skills. TVET is crucial to the socio-economic development of Ghana. It is an instrument for sustainable development which provides training opportunities and career advancement avenues for the youth as well as providing skilled manpower that is needed at all levels of the economy. The skills developed should lead to self-reliance and for industrialisation process (Ghana TVET Report, 2021). It is therefore, crucial for the University at its nascent years to carve out a strategic direction in line with the TVET Policy for Ghana and other relevant regulatory policies and management frameworks of the University that will ensure effective delivery on this core mandate. This strategic plan has emerged from a wide consultations and deliberations, seeking views from a good cross-section of stakeholders within and outside the University. The Sustainable Development Goals (SDGs), the AAMUSTED Act, 2020 (Act 1026), Education Regulatory Bodies Act, 2020 (Act 1023), Education Strategic Plan (2018 - 2026), the needs assessment conducted by the University in 2021, and other relevant policy documents, served as guide in the consultations and deliberations. A blended “bottom-up” and “top-down” approach was adopted in several interactive meetings and workshops involving Faculties, Institutes, Directorates, Departments, Units, Sections, Students and other stakeholders. Interactive sessions were also held with the University Council and Management. The major outcomes from these consultations and deliberations have been processed into this strategic plan to guide the University leadership and the entire University community to achieve its vision of becoming a world-class socially responsible TVET and entrepreneurial development teacher education institution. The plan outlines six (6) strategic themes/thrusts, well-defined objectives, strategies, activities and key performance indicators, that will be diligently monitored and evaluated on regular basis by the various Strategic Plan Implementation teams in the University.

3.0 Background/Profile of AAMUSTED

The Akenten Appiah-Menka University of Skills Training and Entrepreneurial Development (AAMUSTED) was established on August 27, 2020, under Act 1026 of 2020 of the Parliament of the Republic of Ghana. AAMUSTED was formed from the College of Technology Education, Kumasi (COLTEK) and the College of Agriculture Education (CAGRIC), Asante-Mampong, which were campuses of the University of Education, Winneba.

The University traces its history to the evolution of COLTEK and CAGRIC. The College of Technology Education, Kumasi started as a Technical Teachers College (TTC) in 1966 and

later metamorphosed into the Kumasi Advanced Technical Teachers College (KATTC) in 1978. The College of Agriculture Education on the other hand, evolved from the St. Andrews Training College, Akropong-Akwapim in the Eastern Region, which was established in 1946 by the Presbyterian Church of Ghana (PCG) and the Scottish Mission and was later moved to Asante Mampong in 1966.

The KATTC and the St. Andrews Training College were part of the seven (7) Diploma-Awarding Institutions which were amalgamated to form the University College of Education, Winneba (UCEW) by PNDC Law 322, in 1992. UCEW was weaned from the University of Cape Coast and became an autonomous University in 2004, under Act 672 of the Parliament of the Republic of Ghana.

AAMUSTED is mandated to:

- a. provide higher education in technical, vocational, and entrepreneurial training to develop skilled manpower for job creation and economic development,
- b. train and provide teachers with the relevant competence for teaching in technical and vocational education and training institutions,
- c. train and provide teachers with the relevant competence for teaching entrepreneurial development, and
- d. develop strong linkages between the University and (i) industry, or (ii) the community, to ensure the holistic training of teachers.

In line with its mandate, AAMUSTED guarantees its students and other stakeholders, three (3) basic services and opportunities:

1. Training of students in TVET and Entrepreneurship for job placement, creation and economic development
2. Training of teachers for TVET institutions
3. Expose students to workplace experiential learning, critical thinking, research and leadership

The University currently has nine (9) Faculties and twenty-three (23) Academic Departments. The main Campus at Kumasi has five (5) Faculties and twelve (12) Academic Departments, while Asante-Mampong Campus has four (4) Faculties and eleven (11) Academic Departments. The University has established an Institute for Competency-Based Training and Research (ICBTR), which oversees and implements Competency-Based Training activities and

programmes in the country, a Counselling Centre and a Directorate for Teacher Professional Development and Research, among others.

The staff strength of the University as at January 2022, is 880, and its current student population is 22,615, comprising 14,021 males (62%) and 8,593 females (38%). The University has three (3) modes of education delivery - full-time/regular, part-time, and sandwich. The academic year of the University operates on the semester system, which typically starts in August and ends in July of the ensuing year.

The main campus is located in Kumasi (off the Kumasi-Sunyani Highway), the second-largest city in Ghana and seat of the Asante Kingdom. The Campus is about 280 kilometres northwest of Accra. The Asante-Mampong Campus, which is 63 kilometres from the main campus is located in Asante-Mampong, the seat of the Silver Stool of the Asante Kingdom.

4.0 CORPORATE STRATEGY

The corporate strategic direction of AAMUSTED is defined by its vision and mission and guided by its shared values.

4.1 Vision

To be a world-class socially responsible TVET and Entrepreneurial Development Teacher Education University.

4.2 Mission

To train and provide teachers and other professionals with relevant skills and competencies in TVET and entrepreneurial development to teach in TVET institutions, work in industries and promote research and innovation for educational policy and economic development.

4.3 Core Values

These core values define the University's culture and work ethics, and are shared by all stakeholders:

- **Excellence with Integrity**

Members of the University are challenged to maintain high standards in the performance of their duties. They are expected to provide quality and relevant education and training services, and to exhibit strong moral principles and ethical behaviour.

- **Education for Work and Development**

Staff and students are trained to acquire hands-on skills for efficiency and productivity in the world of work, for national development.

- **Creativity, Innovation and Invention**

Staff and students are trained and encouraged to develop problem-solving skills, and to put their talents to use in discovering new, creative and improved ways of doing things.

- **Collaboration and Teamwork**

Members of the University are trained to leverage on their networking and team-spirit to achieve the aims of the University.

- **Entrepreneurial Development**

Members of the University are trained to develop the relevant entrepreneurial knowhow, attitudes and values to set up and effectively manage enterprises.

- **Equity and Diversity**

We owe it as a matter of principle to create opportunities for all to function effectively and efficiently in the University, irrespective of race, age, sex, disability, culture, ethnicity, religion, economic or other status.

4.4 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) OF AAMUSTED

This section provides a summary of the strengths, weaknesses, opportunities, and threats of AAMSTED generated from SWOT analysis.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Competent and professionally qualified staff 2. High calibre of relatively younger staff with industry experience. 3. Highly patronized undergraduate and postgraduate programmes. 4. Availability of facilities (farms, library, laboratories, etc.) for teaching and research purposes 5. Collaborations with institutions of higher learning and research 6. Congenial environment for income generation 7. Potential to introduce more market-driven courses. 8. Availability of online student learning management system 9. Established Competency-Based Training (CBT) Centre 10. Existence of a Basic School for Teaching Practice on campus 11. Strategic Geographical location of the University 	<ol style="list-style-type: none"> 1. Inadequate number of teaching and technical staff (high student-staff ratio) 2. Inadequate office space for lecturers and other staff 3. Inadequate lecture theatres/laboratories/workshops 4. Inadequate network and internet infrastructure 5. Inadequate research, laboratory and library facilities 6. Inadequate engineering and ICT facilities 7. Weak maintenance system 8. Inadequate students' residential facilities. 9. Limited linkages with industry.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Opportunities for collaboration with relevant institutions 2. Existing demand for consultancy services 3. Favourable government policy on entrepreneurial development 4. Formidable alumni 5. Availability of exchange programmes for staff/students 6. High demand for TVET-competent teachers/graduates/professionals 7. Demand for entrepreneurship-related programmes 8. Decreasing opportunities for “white-colour” jobs 9. Free SHS to increase student size 10. Political stability and conducive academic environment to draw in international students. 	<ol style="list-style-type: none"> 1. Competition with other universities for students 2. Inadequate government subvention and funding 3. Ineffective training of students at pre-tertiary levels 4. Erratic power supply from the national grid. 5. Negative perception of students and parents about TVET and its prospects 6. Competition from informal sector which offer skills at less or no cost 7. Increasing social conflicts and polarisation on campus

RISK MANAGEMENT /CRITICAL SUCCESS FACTORS TO IMPLEMENTATION OF THE PLAN

The following are risk factors and challenges that might affect the successful implementation of the Strategic Plan:

- Unfriendly macro-environment situation in the country
- Resistance to change by staff
- Strike actions by university staff unions
- Development policy changes by government.

STRATEGIC PLAN MATRIX

The Corporate Strategic Plan is to be seen as a “living” document. We will therefore respond to changing needs and opportunities that present themselves and we will adjust our path as new opportunities and challenges evolve. Our commitments to the Strategic Plan have been summarised into six (6) strategic themes namely: -

Theme 1.0: Excellent Teaching and Learning in TVET and Entrepreneurship Education

Theme 2.0: Innovative and Demand-Driven Research

Theme 3.0: Staff Development and Welfare

Theme 4.0: Partnerships and Sustainable Resource Mobilisation

Theme 5.0: Quality Assurance, Branding, and Visibility

Theme 6.0: Equity and Diversity

THEME 1.0: EXCELLENT TEACHING AND LEARNING IN TVET AND ENTREPRENEURSHIP EDUCATION

LEAD OFFICERS: - Pro Vice-Chancellor and Dean, School of Graduate Studies

Objective 1.1: Provide Competency-Based Training for all Academic Programmes

Strategies	Key Activities	Key Performance Indicator (KPI)	Budget (GHC)	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.1.1 Implement CBT mode of training for TVET programmes	1.1.1.1 Train all teaching staff for effective CBT implementation	At least one (1) training workshop on CBT implementation for all teaching staff on each campus organized per semester	360,000.00						Lead Responsible Officers Dirs. of ICBTR and ITPDLL Supporting Officers Deans & HoDs
	1.1.1.2 Convert all programmes to Ghana harmonized CBT mode for accreditation	60% of programmes converted to Ghana harmonised CBT mode and accreditation initiated	625,000.00						Lead Responsible Officers Dirs. of ICBTR and ITPDLL Supporting Officers Deans and HoDs
	1.1.1.3 Develop a policy manual for Workplace Experience Learning/ Industrial Attachment	Workplace Experience Learning/ Industrial Attachment Policy Manual developed	50,000.00						Lead Responsible Officers Dirs. of ICBTR and ITPDLL Supporting Officers Registrar, Deans and HoDs
	1.1.1.4 Institute compulsory Workplace Experience Learning (WEL) / industrial attachment for all students	Workplace Experience Learning (WEL) / industrial attachment instituted	3,000,000.00						Lead Responsible Officers Deans Supporting Officers HoDs and ILOs
	1.1.1.5 Engage trained master craftsmen and relevant	At least 20 master craftsmen and other experts involved	500,000.00						Lead Responsible Officers

	experts in the teaching of TVET programmes	in the teaching of TVET courses							Dirs. of ICBTR and ITPDLL
	1.1.1.6 Establish departmental liaison offices to liaise with industry and monitor students' progress	<ul style="list-style-type: none"> Departmental industrial liaison offices to liaise with industry and monitor students' progress established Departmental industrial liaison coordinators appointed 	10,000.00						Supporting Officers Deans and HoDs Lead Responsible Officers Principal(s), Deans and HoDs Supporting Officers Pro VC and Registrar
Strategies	Key Activities	Key Performance Indicator (KPI)	Budget (GHC)	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.1.2 Develop new programmes that meet the needs of TVET Institutions at all levels	1.1.2.1 Conduct needs assessment in TVET institutions and industry	At least one needs assessment study conducted by each Faculty	540,000.00						Lead Responsible Officer Dir. of QAPA Supporting Officers Deans, HoDs and FQAOs
	1.1.2.2 Conduct research on emerging national needs	At least one research on emerging national needs conducted by Faculties and Centres	1,500,000.00						Lead Responsible Officers Principal(s), Deans and Dirs. Supporting Officers HoDs
	1.1.2.3 Develop new academic programmes to meet the TVET and research need gaps in collaboration with CTVET	At least one new academic programme developed by each Faculty	375,000.00						Lead Responsible Officers Deans and HODs Supporting Officer DG of CTVET

1.1.3 Provide adequate facilities for training students	1.1.3.1 Expand and resource laboratories/workshops and ICT centres at Kumasi campus	Capacities of Laboratories /workshops and ICT centres at Kumasi campus expanded by 50%	25,000,000.00						Lead Responsible Officers Deans and HoDs Supporting Officers Dir. of WPDFM
	1.3.1.2 Build ultra-modern laboratories/workshops and ICT centres at Mampong Campus	<ul style="list-style-type: none"> Two laboratories built on Mampong Campus One workshop built on Mampong Campus An ICT centre built on Mampong Campus 	25,000,000.00						Lead Responsible Officers Principal Supporting Officers Deans, HoDs, and Dir. of WPDFM
1.1.4 Coordinate all TVET teaching programmes in public and private institutions	1.1.4.1 Develop a database system for TVET training institutions in collaboration with TVET Service	Database system for TVET training institutions developed	20,000.00						Lead Responsible Officers Dir. of ICT and QAPA Supporting Officers Deans, HoDs and DG of TVET Service
	1.1.4.2 Liaise and develop MoUs with TVET institutions in collaboration with TVET Service	MoUs signed with all TVET institutions	100,000.00						Lead Responsible Officers Deans and HODs Supporting Officers DG of TVET Service and DG of CTVET
	1.1.4.3 Strengthen the capacity of TVET institutions to train students	<ul style="list-style-type: none"> Training needs of TVET institutions documented Manuals for building training capacities developed 	450,000.00						Lead Responsible Officers Dir. of ICBTR and Deans Supporting Officers DG of TVET Service and DG of CTVET

		<ul style="list-style-type: none"> • Training capacities of all TVET institutions strengthened 							
	1.1.4.4 Establish a monitoring system for the TVET training institutions in collaborations with TVET Services	Monitoring system for all TVET training institutions established	35,400.00						Lead Responsible Officers Dirs. of QAPA and ICBTR Supporting Officers Dir. of ITPDLL and DG of TVET Service
1.1.5 Train and certificate informal sector apprenticeship	1.1.5.1 Train master craftsmen and apprentices in their trade areas under the NTVETQF	<ul style="list-style-type: none"> • Protocols for training master craft persons and apprentices developed • 1000 Master craft persons and apprentices in trade areas identified, trained and certificated 	2,240,000.00						Lead Responsible Officers Dirs. of ICBTR and ITPDLL Supporting Officers Deans, HoDs, and DG of CTVET
	1.1.5.2 Develop certificate/diploma courses to upgrade informal sector apprenticeship in collaboration with CTVET	Certificate /diploma programmes developed for at least 50% of informal trade areas	72,000.00						Lead Responsible Officers Deans and Dir. of ICBTR Supporting Officers HoDs, and Dir. of ITPDLL, DG of CTVET and DG of TVET Service

Objective 1.2: Provide Entrepreneurial Training and Skills

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.2.1 Include mandatory entrepreneurship courses in all academic programmes	1.2.1.1 Develop a policy to include mandatory entrepreneurship courses in all programmes	<ul style="list-style-type: none"> Policy document developed and published Mandatory entrepreneurship courses added to all academic programmes 	30,000.00						Lead Responsible Officers Deans and HODs Supporting Officers Registrar and Dir. of QAPA
	1.2.1.2 Develop pedagogy in entrepreneurship	Entrepreneurship pedagogy developed	100,000.00						Lead Responsible Officers Deans and HODs Supporting Officers Dirs. of QAPA and HR
	1.2.1.3 Train all staff in Entrepreneurship	<ul style="list-style-type: none"> At least One training workshop organised every year for all teaching staff One training workshop organized every year for all non-teaching staff At least one corporate seminar organized annually with renowned entrepreneurs 	160,000.00						Lead Responsible Officers Deans and HODs Supporting Officers Dirs. of QAPA and HR

Strategies	Key Activities	Key Performance Indicator (KPI)	Budget (GHC)	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.2.2 Create Business Incubation and Innovation Centres (BIIC) on all campuses	1.2.2.1 Train students in entrepreneurship	Entrepreneurship courses for students developed and accredited	2,000,000.00						Lead Responsible Officers Deans and HoDs Supporting Officers Dirs. of QAPA and HR
	1.2.2.2 Advocate for the establishment of the centre through government institutions and relevant stakeholders	<ul style="list-style-type: none"> A catalogue of financiers from government institutions and relevant stakeholders developed Proposal for the establishment of the centre submitted to financiers for funding 	20,000.00					Lead Responsible Officers Principal(s) and Dir. of IEDEI Supporting Officers Registrar and Deans	
	1.2.2.3 Establish BIIC on all Campuses	BIIC established on all Campuses	120,000.00					Lead Responsible Officers Principal(s) and Dir. of Finance Supporting Officers Registrar, Dirs. of WPDFM and Finance	
	1.2.2.4 Establish skills development fund	Skills development fund established and made operational	32,400.00					Lead Responsible Officers Principal(s) and Dir. IEDEI Supporting Officers Registrar and Dir. of Finance	
	1.2.2.5 Facilitate the exchange of technologies	<ul style="list-style-type: none"> MoUs on Technologies exchange between 	1,500,000.00					Lead Responsible Officers Deans and HoDs	

	among industry, staff and students	<p>Faculties/Departments and industry signed</p> <ul style="list-style-type: none"> Annual reports on Technology transfer activities submitted by BIIC 							<p>Supporting Officers Dir. of ICBTR and IEDEI</p>
	1.2.2.6 Create a repository for existing and new technology	<p>Catalogue of new technologies documented by the Centre</p> <p>Video coverage for existing and new technologies collated and documented by the centre on each campus</p>	200,000.00						<p>Lead Responsible Officers Deans and Librarian</p> <p>Supporting Officers Dir. and HoDs</p>
	1.2.2.7 Link up with industry to promote start-ups and spin-outs	<p>MoUs signed by each Department with industry for start-ups and spin-outs</p> <p>Students with start-up ideas are linked up and attached to relevant enterprises by BIIC</p>	30,000.00						<p>Lead Responsible Officer Deans and HODs</p> <p>Supporting Officers Dir. and Industrial Liaison Officers</p>
	1.2.2.8 Offer business advisory and community service to stakeholders / public institutions	<p>Protocols for business advisory services established by BIIC</p> <p>Business advisory services offered to business enterprises by BIIC</p>	50,000.00						<p>Lead Responsible Officers Deans, Dir. of IEDEI and DPA</p> <p>Supporting Officers HoDs and Industrial Liaison Officers</p>

Objective 1.3: Provide Quality Teaching, Learning and Research

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.3.1 Provide capacity building for academic staff to improve teaching skills and research output	1.3.1.1 Conduct training and research needs assessment of staff	<ul style="list-style-type: none"> Training and research need of academic staff conducted yearly by each faculty A catalogue of training and research needs of staff provided and updated yearly by faculties 	20,000.00						Lead Responsible Officers Deans, HODs and Dir. of QAPA Supporting Officers Dir. of HR
	1.3.1.2 Organise training for academic staff on research skill gaps	At least one training workshop organised every year to build capacity of academic staff	220,000.00						Lead Responsible Officers Deans, HoDs and Dir. of QAPA Supporting Officers Dir. of HR
	1.3.1.3 Support academic staff to attend seminars and conferences	<ul style="list-style-type: none"> Allocations made for seminars and conferences in departmental budgets At least two (2) academic members of each department supported to attend seminars and conferences per year to international conferences 	4,000,000.00						Lead Responsible Officers Principal(s) and Deans Supporting Officers HoDs and Directors
1.3.2 Ensure compliance with GTEC/CTVET standards on teaching and learning	1.3.2.1 Implement the GTEC/CTVET requirements on teaching and learning	At least 50% of departments comply with GTEC/CTVET requirements on teaching and learning	100,000.00						Lead Responsible Officer Deans and HoDs Supporting Officers Directors

Objective 1.4: Create a Conducive and State-of-the-Art Teaching and Learning Environment

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
1.4.1 Provide excellent academic experience to staff and students	1.4.1.1 Use technological tools in teaching and learning	<ul style="list-style-type: none"> Staff trained on use of workshop and ICT facilities for teaching and learning Projectors, PA systems, and interactive multimedia provided in all lecture halls Laboratories and ICT Centres in all campuses resourced with state-of-the-art equipment Biometric register developed to take student attendance in class All lecturers use technological tools for teaching. 	1,000,000.00						Lead Responsible Officer Pro VC Supporting Officer Deans, Directors, and HoDs
	1.4.1.2 Use industry-relevant tools and methodologies in teaching	<ul style="list-style-type: none"> Staff trained on the use of industry-relevant tools and methodologies for teaching Workshops in all 	1,000,000.00						Lead Responsible Officers Deans and HoDs Supporting Officers Directors

	campuses are equipped with industry-relevant tools							
	<ul style="list-style-type: none"> All TVET courses are taught using industry-relevant tools and methodologies 							
1.4.1.3 Facilitate students' participation in local and international conferences /exhibitions/fairs	<p>At least 100 students are supported yearly to attend international and local conferences</p> <ul style="list-style-type: none"> /exhibitions/fairs 	300,000.00						<p>Lead Responsible Officers Deans and HoDs</p> <p>Supporting Officers Directors</p>
1.4.1.4 Improve student support services	<ul style="list-style-type: none"> Scholarship scheme instituted to support brilliant but needy students Students counselling centre established on all campuses to support students' welfare Sports and recreational centres established on all campuses 	200,000.00						<p>Lead Responsible Officers Deans, Dirs. of Academic Affairs, Health Services</p> <p>Supporting Officers Registrar, Dir. of ICT Services, Hall Managers and HoDs</p>
1.4.1.5 Manage the landscape to be conducive for teaching and learning	<ul style="list-style-type: none"> A curator appointed on all campuses A map of landscape design indicating designated areas for 	1,000,000.00						<p>Lead Responsible Officer Director of WPD</p> <p>Supporting Officers Registrar and</p>

		<p>lawns and trees prepared for each campus</p> <ul style="list-style-type: none"> • Lawns are well established and maintained in designated areas on all campuses • Ornamental plants are grown and maintained in designated areas on all campuses • Buildings on all campuses are painted regularly 						Principal(s)
	1.4.1.6 Provide adequate infrastructure and state-of-the-art facilities	<ul style="list-style-type: none"> • An ultramodern central lecture block built and well-resourced on all campuses, including Ezinlibo • CCTV cameras installed in Lecture and Examination Halls • Student residential accommodation expanded on all campuses • Library facilities on all 	300,000,000.00					<p>Lead Responsible Officers Principals and Deans</p> <p>Supporting Officers Principal, Registrar and Dir. of Finance</p>

		campuses expanded, upgraded and well-resourced							
1.4.1.7 Provide safe, comfortable and reliable transport services to support teaching and learning	<ul style="list-style-type: none"> Vehicles for teaching purposes procured for each campus Shuttle system introduced on all campuses 	12,600,000.00							Lead Responsible Officers Principal(s), Deans and Dir. of GACS Supporting Officer Registrar
1.4.1.8 Adopt robust blended learning approaches for effective and efficient teaching and learning	<ul style="list-style-type: none"> LMS for teaching and learning improved Blended approach in teaching and learning used by all lecturers 	300,000.00							Lead Responsible Officers Pro VC and Principal(s) Supporting Officers Registrar, Deans, Directors, HoDs
1.4.1.9 Create an efficient health system to support teaching and learning	<ul style="list-style-type: none"> Efficient health system created on each campus Required staff recruited for all health facilities of the university Health facilities are NHIS accredited Periodic first aid training for students and staff instituted 	150,000.00							Lead Responsible Officers Principal(s) and Dir. of Health Services Supporting Officer Registrar
1.4.1.10 Promote academic freedom and institutional	<ul style="list-style-type: none"> Awareness on culture of academic freedom 	10,000.00							Lead Responsible Officers

	autonomy	created							Principal(s) and Deans Supporting Officers Registrar, Dirs. and HoDs
	1.4.1.11 Build and equip ultra-modern hospitals for Kumasi and Mampong Campuses	<ul style="list-style-type: none"> Two ultra-modern hospitals built and equipped for Kumasi and Mampong Campuses 	60,000,000.00						Lead Responsible Officer Principal(s) and Dir. of Health Services Supporting Officer Registrar
	1.4.1.12 Promote preventive and educative health for staff and students	<ul style="list-style-type: none"> Preventive and curative health policy developed and published Preventive and curative health promoted through awareness, campaigns, sensitisations, workshops, etc. 	350,000.00						Lead Responsible Officers Dir. of Health Services and Principal(s) Supporting Officers Registrar, Dir. DPA, Dean of Student Affairs and Hall Managers
	1.4.1.13 Procure CT scanner and Electronic X-ray machine for the Clinics at Kumasi and Asante Mampong	<ul style="list-style-type: none"> CT scanner and Electronic X-ray machines procured for Kumasi and Asante Mampong 	1,448,887.50						Lead Responsible Officer Dir. of Health Services and Principal(s) Supporting Officer Dir. of Procurement

1.4.1.14 Establish student health fund	<ul style="list-style-type: none"> • Student health fund policy published • Student health funds established and managed effectively 	5,000,000.00						<p>Lead Responsible Officer Dir. of Health Services</p> <p>Supporting Officers Principal(s), Deans and Directors</p>
1.4.1.15 Institute and implement a system for regular medical examination and counselling for students and staff	<ul style="list-style-type: none"> • Annual medical examinations for students and staff conducted. • Regular health counselling scheme instituted and implemented • Well-furnished health counselling centre established on all campuses 	500,000.00						<p>Lead Responsible Officers Registrar and Dir. of Health Services</p> <p>Supporting Officers Head Counselling Unit, Dir. of DPA, and Dean of Student Affairs</p>
1.4.1.16 Re-orient administrative staff to incorporate learner-centeredness in service delivery	At least one orientation workshop organised on each campus every year on learner-centeredness for administrative staff	150,000.00						<p>Lead Responsible Officer Registrar and Dir. of HR</p> <p>Supporting Officers Administrative Directors</p>

1.4.2 Establish an efficient security system	1.4.2.1 Develop and implement information security policy	Information security policy document developed, published and operationalised	23,500.00						Lead Responsible Officer Dir. of ICT Services Supporting Officers Registrar, Dir. of QAPA and Data Protection Expert
	1.4.2.2 Procure information security infrastructure	Information security infrastructure procured for all campuses	400,000.00						Lead Responsible Officers Dirs. of ICT Services Supporting Officers Dirs. of Finance and Procurement
	1.4.2.3 Install CCTV cameras at vantage points for security monitoring	CCTV cameras installed at all vantage points on Kumasi and Asante Mampong Campuses	2,000,000.00						Lead Responsible Officer Dir. of ICT Services Supporting Officers Dir. of GACS
	1.4.2.4 Resource security personnel with state-of-the-art equipment and facilities for fighting crime	<ul style="list-style-type: none"> A list of state-of-the-art equipment and facilities for effective security documented State-of-the-art equipment and facilities for effective security procured 	100,000.00						Lead Responsible Officers Principal(s), Registrar, Dir. of GACS Supporting Officers Registrar

	1.4.2.5 Build capacity of security personnel to provide effective services	<ul style="list-style-type: none"> • Training needs of security personnel identified • At least two training sessions organised yearly for security personnel 	50,000.00						Lead Responsible Officer Registrar Supporting Officers Dirs. of HR and GACS
1.4.3 Provide resilient end-to-end, high performing network infrastructure	1.4.3.1 Build a state-of-the-art data centre	State-of-the art data centre built on all campuses	4,000,000.00						Lead Responsible Officers Principal and Dir. of ICT Services Supporting Officers Dir. of WPDFM
	1.4.3.2 Install fibre to all buildings in the University	Fibre installed to all buildings of each campus	350,000.00						Lead Responsible Officers Principal and Dir. of ICT Services Supporting Officers Dir. of WPDFM
	1.4.3.3 Build a hybrid, tiered storage platform	A hybrid, tiered storage platform built on each campus	2,000,000.00						Lead Responsible Officers Principal and Dir. of ICT Services Supporting Officer Dir. of WPDFM
	1.4.3.4 Improve wired and wireless network infrastructure	Increased wired and wireless network infrastructure on all campuses	300,000.00						Lead Responsible Officers Principal and Dir. of ICT Services

									Supporting Officer Dir. of WPDFM
1.4.3.5 Build a disaster recovery site at Mampong Campus	A disaster recovery site built on Asante Mampong Campus	4,000,000.00							Lead Responsible Officers Principal and Dir. of ICT Services Supporting Officer Dir. of WPDFM
1.4.3.6 Set up Online TV studio for educational purposes	Online TV studios established on Kumasi and Asante Mampong Campuses	250,000.00							Lead Responsible Officers Principal(s), Dir. of ICT Services and Deans Supporting Officers Dir. of WPDFM and HoDs
1.4.3.7 Acquire the ERP software	ERP software acquired	5,600,000.00							Lead Responsible Officer Dir. of ICT Services Supporting Officers Principal and Registrar, Dirs. of Finance and WPDFM
1.4.3.8 Set up a team to ensure effective use and management of the ERP system/software	A team appointed to manage ERP system/software	50,000.00							Lead Responsible Officers Dir. of ICT Services Supporting Officers Principal and Registrar, Dirs. of

		published and implemented							
	2.1.1.4 Provide facilities and support systems for effective research	Research fund made accessible to all departments for research facilities	1,582,000.00						Lead Responsible Officers Dir. of DRIPIA and Deans Supporting Officers Dirs. of GACS and WPDFM and HoDs
	2.1.1.5 Institute a research mentoring programme for staff	Research mentoring programme for staff instituted and implemented	50,000.00						Lead Responsible Officers Principal, Dir. of DRIPIA and Deans Supporting Officer HoDs
2.1.2 Institute incentive packages to motivate students and staff to conduct quality research	2.1.2.1 Institute awards/prizes for staff and students who excel in inventiveness and research, and publish in high impact and other relevant journals	Awards/prizes scheme instituted and implemented	160,000.00						Lead Responsible Officers Principals and Deans Supporting Officers HoDs
2.1.3 Establish an interdisciplinary journal for the University	2.1.3.1 Establish an interdisciplinary journal for the University	An interdisciplinary journal established	50,000.00						Lead Responsible Officer Dean of School of Graduate Studies Supporting Officers Deans and HoDs
2.1.4 Strengthen School of Graduate Studies and	2.1.4.1 Organise Research Seminars, conferences, and workshops	At least two research Seminars, conferences, and workshops organized yearly	150,000.00						Lead Responsible Officer

Directorate of Research, International Programmes and Institutional Advancement (DRIPIA) to enhance research output									Dean of School of Graduate Studies
	2.1.4.2 Acquire Plagiarism software, and Data Analysis software	Plagiarism and Data Analysis software procured	400,000.00						Supporting Officers Deans and HoDs Lead Responsible Officers University Librarian Supporting Officers Deans and HoDs

Objective 2.2: Promote Demand-Driven Research for Industry

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
2.2.1 Collaborate with industry to conduct demand-driven research	2.2.1.1 Identify specific needs of community and industry to inform research	Needs assessment of communities and industries conducted	450,000.00						Lead Responsible Officers Deans and HoDs Supporting Officers Directors and HoDs
	2.2.1.2 Establish partnership with local and international organizations /institutions for research	MoUs and partnerships signed with local and international organization/institutions	10,000.00						Lead Responsible Officers Dir. of DRIPIA and Deans Supporting Officers Directors and HoDs
	2.2.1.3 Conduct and disseminate research outputs to stakeholders	<ul style="list-style-type: none"> Research reports produced by Faculty Research outputs 	75,000.00						Lead Responsible Officers Dir. of DRIPIA and Deans

		disseminated to stakeholders								Supporting Officers Directors and HoDs
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THEME 3.0: STAFF DEVELOPMENT AND WELFARE

LEAD OFFICERS: - Registrar and Director, Human Resource

Objective 3.1: Attract, Develop and Retain High Calibre Staff

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
3.1.1 Employ and retain high calibre staff	3.1.1.1 Scout and employ high calibre staff	<ul style="list-style-type: none"> High calibre staff employed Number of staff with PhD increased by 5% by 2026 	100,000.00						Lead Responsible Officers Principal(s) and Deans Supporting Officers Deans and HoDs
	3.1.1.2 Provide tools, accessories and protective gears to promote professionalism	Tools, accessories and protective gears provided	200,000.00						Lead Responsible Officers Principal(s) and Deans Supporting Officers Dir. of Finance and HoDs
	3.1.1.3 Provide well-furnished office accommodation, logistics, transport, etc. for effective delivery	Well-furnished office accommodation, logistics, transport, etc. provided	2,500,000.00						Lead Responsible Officers Principal(s) and Registrar Supporting Officers Dirs. of Finance and Procurement
	3.1.1.4 Create a healthy working environment	A healthy working environment created	285,000.00						Lead Responsible Officers

								Principal(s) and Deans Supporting Officers Registrar and HoDs
3.1.2 Support personal and professional development of academic and administrative staff	3.1.2.1 Re-orient all staff on relevant documents of the University, such as the University Act, Statutes, and Strategic Plan	At least one orientation workshop organised yearly for all staff on the Act, Statutes, Strategic Plan and other relevant policies	100,000.00					Lead Responsible Officers Registrar and Dir. of QAPA Supporting Officers Dirs. of HR and DPA
	3.1.2.2 Develop and implement staff mentoring policy	<ul style="list-style-type: none"> Staff mentoring policy developed, published Monitoring report published 	25,000.00					Lead Responsible Officers Registrar and Dir. of Human Resource Supporting Officers Deans, Dir. of QAPA, and HODs
	3.1.2.3 Establish a well-structured in-house Continuing Professional Development (CPD) programme	A well-structured in-house continuing professional development (CPD) programme established and implemented	30,000.00					Lead Responsible Officers Principal(s), Deans and Dir. of QAPA Supporting Officers Registrar and HoDs
	3.1.2.4 Institute scholarships/fellowships for higher learning	Scholarship/fellowship for higher learning instituted	6,000,000.00					Lead Responsible Officers Principal(s) and Deans Supporting Officers Registrar, Dir. of Finance and HoDs

	3.1.2.5 Support staff to attend courses/conferences/workshops, etc.	At least 10% of staff supported to attend courses/conferences/workshops, etc. yearly	1,500,000.00							Lead Responsible Officers Principal(s) and Deans Supporting Officers Registrar, Dir. of Finance and HoDs
	3.1.2.6 Support collaborative research among staff	<ul style="list-style-type: none"> Academic staff are motivated to conduct collaborative research At least two articles co-authored by department members published yearly 	100,000.00							Lead Responsible Officers Principal(s) and Deans Supporting Officers Registrar, Dir. of Finance and HoDs
	3.1.2.7 Attach teaching staff to industry for practical experience	<ul style="list-style-type: none"> A list of industries for attachment documented and MoUs signed At least 50% of teaching Staff for TVET programmes attached to industry for practical experience 	1,000,000.00							Lead Responsible Officers Principal(s) and Deans Supporting Officers Registrar, Dir. of Finance and HoDs
3.2.3 Establish a system for staff performance review	3.2.3.1 Review the appraisal process periodically	Appraisal process reviewed and documented periodically	50,000.00							Lead Responsible Officers Registrar and Dir. of QAPA Supporting Officers Dir. of HR
	3.2.3.2 Conduct routine staff	Performance appraisal	50,000.00							Lead Responsible Officers

	performance appraisal	reports for both teaching and non-teaching staff submitted							Registrar and Dir. of QAPA Supporting Officers Dir. of HR
	3.2.3.3 Institute prompt feedback and remedial measures for staff assessment	Staff performance assessment and remedial measures submitted to user departments/sections/units	25,000.00						Lead Responsible Officers Registrar and Dir. of QAPA Supporting Officers Dirs. of HR
	3.2.3.4 Monitor staff to comply with code of conducts and professional standards of professional bodies	Guideline documents of professional bodies published on AAMUSTED website	500,000.00						Lead Responsible Officers Registrar and Dir. of QAPA Supporting Officers Dir. of HR

Objective 3.3: Promote Staff Welfare Development

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
3.3.1 Improve staff welfare	3.3.1.1 Establish Employee Relations, Training and Welfare unit and Develop staff welfare policy	<ul style="list-style-type: none"> Staff welfare policy developed and published Employee Relations, Training and Welfare unit established 	10,500.00						Lead Responsible Officers Dir. HR Supporting Officers Administrative Dirs. Deans and HoDs
	3.3.1.2 Set up a health fund for staff	<ul style="list-style-type: none"> Health fund policy published 	108,000.00						Lead Responsible Officers Dir. of Health Services

		<ul style="list-style-type: none"> Health fund for staff established 							and Principal(s) Supporting Officers Registrar and Directors of Finance and Health Services
	3.3.1.3 Construct a multipurpose recreational centre for staff	Multipurpose recreational centres for staff constructed on all campuses	3,000,000.00						Lead Responsible Officers Dirs. of DWPDFM and Sports Supporting Officers Principal(s) and Registrar

THEME 4.0: PARTNERSHIPS AND SUSTAINABLE RESOURCE MOBILIZATION

LEAD OFFICERS: - Director, Research, International Programmes & Institutional Advancement

Objective 4.1: Establish International Collaborations and Partnerships

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
4.1.1 Enhance collaboration with international institutions for effective teaching, learning and research	4.1.1.1 Identify potential partner institutions	A list of potential international partner institutions published	35,000.00						Lead Responsible Officers Principal(s), Deans and HoDs Supporting Officers Registrar and Directors
	4.1.1.2 Collaborate with international institutions for	<ul style="list-style-type: none"> MoUs signed with international institutions 	150,000.00						Lead Responsible Officers Principal(s) and Deans

	teaching, learning and research and attract international students	for teaching, learning and research • Number of international students admitted								Supporting Officers Registrar, Directors, and HoDs
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Objective 4.2: Establish Local Collaborations and Partnerships

Strategies	Activities	Key Performance Indicator (KPI)	Budget (GHC)	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
4.2.1 Enhance collaboration with local stakeholders for effective teaching, learning and research	4.2.1.1 Identify potential partner institutions	A list of potential local partner institutions published	35,000.00						Lead Responsible Officer Principal(s), Deans and Dir. of DRIPIA Supporting Officers Registrar, Directors and HoDs
	4.2.1.2 Collaborate with institutions and stakeholders for teaching, learning and research	MoUs signed with local institutions for teaching, learning and research	20,000.00						Lead Responsible Officer Principal(s), Deans and Dir. Of DRIPIA Supporting Officers Registrar, Directors and HoDs
4.2.2 Strengthen collaboration with industries to develop market-driven programmes	4.2.2.1 Involve industry in the review and development of market-driven programmes	A list of industry involved in the review and development of academic programmes documented	45,000.00						Lead Responsible Officers Principal(s) and Deans Supporting Officers Registrar, Directors and HoDs

	4.2.2.2 Collaborate with local industries, TVET institutions and other stakeholders to provide workplace experience learning for students	MoUs/MoPs/MoAs signed with local industries, TVET institutions and other stakeholders	75,000.00						Lead Responsible Officers Principal(s), Deans and Dir. Of ICBTR Supporting Officers Registrar, Dir. of ITPDLL, and HoDs
4.2.3 Develop a system for effective resource mobilization with partner institutions	4.2.3.1 Identify relevant institutions for resource mobilization	Institutions for resource mobilization identified and documented	20,000.00						Lead Responsible Officers Principal(s) and Dir. of DRIPIA Supporting Officers Deans
	4.2.3.2 Develop proposals with partner institutions for resource mobilization	At least two proposals for resource mobilization developed annually by Departments/Sections/Units	52,500.00						Lead Responsible Officers Principal(s) and Dir. of DRIPIA Supporting Officers Deans
	4.2.3.3 Develop a policy to acknowledge and honour individuals and Institutions who contribute to resource mobilization and developments	Policy document developed and published	25,000.00						Lead Responsible Officers Principal(s) and Dir. of DRIPIA Supporting Officers Deans

Objective 4.3: Establish Innovative and Sustainable Resource Mobilization

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers	
				2025	2026	2027	2028	2029		
4.3.1 Develop market-driven programmes	4.3.1.1 Conduct labour market survey	Labour market surveys reports submitted	300,000.00						Lead Responsible Officers Deans and HoDs Supporting Officers Principal(s), Registrar and Directors	
	4.3.1.2 Organise departmental retreats to develop programmes	<ul style="list-style-type: none"> One retreat per year organised by each department At least two programmes developed by each department per year 	5,000,000.00						Lead Responsible Officers Principal(s), Deans and HoDs Supporting Officers Registrar and Directors	
	4.3.1.3 Institute incentive package for developing and running of short courses and part-time postgraduate and undergraduate programmes	Policy on incentive package for developing and running of short courses and part-time postgraduate and undergraduate programmes developed, published and implemented	30,000.00							Lead Responsible Officers Principal(s) and Deans Supporting Officers Directors and HoDs
	4.3.1.4 Strengthen and expand outreach programmes to improve enrolment	<ul style="list-style-type: none"> Guideline for outreach programmes developed and implemented Admission points and agents for sales of forms established in all district capitals 	50,000.00							Lead Responsible Officers Directors and HoDs Supporting Officers Registrar and Outreach Coordinators

4.3.2 Institute efficient fees collection and student registration system	4.3.2.1 Establish relationship with banks and other institutions for flexible modes of payment of fees	MoUs with banks and other financial institutions signed	20,000.00						Lead Responsible Officers Dirs. of Finance, ICT Services and Academic Affairs Supporting Officers Pro VC, Principal(s) and Registrar
	4.3.2.2 Establish an integrated system between the financial institutions and the university for real-time transfers of payment of fees	Integrated Student Management System operationalised	100,000.00						Lead Responsible Officer Dir. of Finance Supporting Officers Principal(s) and Registrar
	4.3.2.3 Institute online and Biometric Registration of students	Online biometric registration of students instituted and implemented	1,000,000.00						Lead Responsible Officers Principal(s) Deans Dirs. of ICT Services and Academic Affairs Supporting Officers Registrar and Deans
	4.3.2.4 Introduce electronic system to control access to academic and residential facilities	Access to academic and residential facilities electronically controlled	5,000,000.00						Lead Responsible Officers Dirs. of WPDFM, ICT Services and GACS Supporting Officers Registrar and Hall Managers
4.3.3 Promote income generation activities	4.3.3.1 Identify income generating activities	Viable income generating activities identified	100,000.00						Lead Responsible Officers

									Principal(s), Deans and Dir. of Finance Supporting Officers Registrar, Dirs. and HODs
4.3.3.2 Develop and implement business plans / proposal for income generation	Business plan/proposal for the enterprise developed and approved	35,000.00							Lead Responsible Officers Principal(s), Deans and Dir. of Finance Supporting Officers Registrar, Dirs. and HODs
4.3.3.3 Create semi-autonomous enterprises (AAMUSTED Commercialised Services Limited) for income generation on each campus	AAMUSTED Commercialised Services Limited	250,000.00							Lead Responsible Officers Principal(s), Dir. of Finance Supporting Officers Registrar and Dir. IEDEI
4.3.3.4 Engage private companies and stakeholders to support developmental projects under PPP arrangements	<ul style="list-style-type: none"> • Policy for PPP developed and published • Academic infrastructure investment unit established and operationalised 	50,000.00							Lead Responsible Officers Dir. of Finance, Head of Legal Services Supporting Officers Principal(s), Registrar, Dir. of WPDFM
4.3.3.5 Establish an endowment fund for development	Endowment fund for development established	50,000.00							Lead Responsible Officers Dirs. of Finance and

										DRIPIA Supporting Officers Principal(s), Registrar and Deans
4.3.4 Promote grant sourcing and institutional advancement	4.3.4.1 Create Directorate of Research, International Programmes and Institutional Advancement (DRIPIA)	Office of DRIPIA created, furnished and staffed	100,000.00							Lead Responsible Officers Principal(s), Deans and Registrar Supporting Officers Directors and HoDs
	4.3.4.2 Train staff regularly on grant sourcing	At least one training workshop organized annually on grant sourcing for each campus	200,000.00							Lead Responsible Officers Deans and Dir. of DRIPIA Supporting Officers Directors and HoDs
	4.3.4.3 Develop grant winning proposals	At least 15 grant winning proposals developed yearly	60,000.00							Lead Responsible Officers Deans and Dir. of DRIPIA Supporting Officers Directors and HoDs
	4.3.4.4 Develop a policy on grant sourcing and institutional advancement	Policy on grant sourcing and institutional advancement	50,000.00							Lead Responsible Officers Deans and Dir. of DRIPIA Supporting Officers Directors and HoDs

	4.3.4.5 Implement incentive package for grant sourcing	Policy on incentive package for grant sourcing/proposal writing developed, published and implemented	20,000.00							Lead Responsible Officers Deans and Dir. of DRIPIA
	4.3.4.6 Coordinate all grant sourcing activities	All grant sourcing activities coordinated by the DRIPIA	20,000.00							Lead Responsible Officers Dir. of DRIPIA and Deans
										Supporting Officers Directors and HoDs
										Supporting Officers Dir. of Finance

Objective 4.4: Promote Efficient, Transparent and Accountable Resource Management

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
4.4.1 Strengthen all financial and internal procedures and controls	4.4.1.1 Adhere to procurement plans	<ul style="list-style-type: none"> Procurement plans submitted by all departments Approved procurement plans strictly implemented 	10,000.00						Lead Responsible Officers Dirs. of Finance and Audit
	4.4.1.2 Organise workshops on preparation and implementation of budgets, operational and procurement plans	At least one Workshop on preparation and implementation of budgets, operational and procurement plans organized annually	50,000.00						Lead Responsible Officers Dirs. Finance and Procurement
									Supporting Officers HoDs
									Supporting Officers Registrar, Deans, Dir.

									of QAPA and HoDs
4.4.1.3 Ensure timely delivery of procurement requests	Timelines on procurement plans from departments, units and sections strictly adhered to								Lead Responsible Officers Dirs. of Finance and Procurement and Principals Supporting Officers Deans, Directors and HoDs
4.4.1.4 Monitor and control implementation budgets	Budgetary control procedures implemented	30,000.00							Lead Responsible Officers Dirs. of Finance and Internal Audit Supporting Officers Principal(s), Deans, Directors and HoDs
4.4.1.5 Monitor adherence to internal controls	Internal control procedures strictly implemented	20,000.00							Lead Responsible Officers Dirs. of Finance and Internal Audit Supporting Officers Deans, Directors and HoDs
4.4.1.6 Strengthen the Internal Audit Directorate	Internal Audit Directorate strengthened	150,000.00							Lead Responsible Officers Dir. of Internal Audit Supporting Officers Registrar and Dir. of Finance

	4.4.1.7 Provide regular and timely audit report	Audit report submitted to the Audit Committee and IIA quarterly	10,000.00							Lead Responsible Officers Dir. of Finance and Internal Audit Supporting Officers Deans and HoDs
	4.4.1.8 Introduce annual budget hearing for departments	Annual budget hearing instituted for departments	10,000.00							Lead Responsible Officers Principal(s) and Dir. of Finance Supporting Officers Deans and HoDs
4.4.2 Ensure judicious management and utilisation of financial resources	4.4.2.1 Maintain a transparent financial administration	Transparent financial administration institutionalised	20,000.00							Lead Responsible Officers Dir. of Finance and Audit Supporting Officers Deans, Dirs. and HoDs
	4.4.2.2 Provide regular and timely financial report	Financial reports prepared quarterly	20,000.00							Lead Responsible Officers Dir. of Finance Supporting Officers Deans and HoDs
4.4.3 Ensure effective utilization and management of physical assets	4.4.3.1 Develop and implement policy on usage, monitoring and maintenance of physical assets	Policy on usage, monitoring and maintenance of physical assets develop, published and implemented	50,000.00							Lead Responsible Officers Dir. of WPDFM Supporting Officers Dir. of Finance and

									Internal Audit
	4.4.3.2 Maintain an updated fixed assets register	Fixed assets register created and updated regularly	20,000.00						Lead Responsible Officers Dir. of Finance Supporting Officers Dirs. of DWPDFM and Internal Audit

Objective 4.5: Promote Sustainable Resource Management

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
4.5.1 Implement sustainable resource management practices	4.5.1.1 Orient university community on sustainable use of resources	At least one orientation workshop on sustainable resource use organised yearly on each campus	150,000.00						Lead Responsible Officer Dirs. of HR and QAPA Supporting Officers Deans, Directors, and HoDs
	4.5.1.2 Adopt sustainable greening and procurement principles and practices	Sustainable greening and procurement principles and practices adopted	50,000.00						Lead Responsible Officers Dirs. Procurement and WPDFM Supporting Officers Deans, Directors, and HoDs
	4.5.1.3 Increase the use of sustainable energy sources	50% increased use of sustainable energy sources	450,000.00						Lead Responsible Officers Dir. of WPDFM Supporting Officers Deans, Dirs. and HoDs

THEME 5.0: QUALITY ASSURANCE, BRANDING AND VISIBILITY

LEAD OFFICERS: - Director, Quality Assurance and Director, University Relations

Objective 5.1: Adhere to Standards in Curriculum Development

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
5.1.1 Ensure adherence to benchmarks set by GTEC/CTVET/international norms	5.1.1.1 Monitor compliance with GTEC/CTVET/international norms in reviewing and developing programmes by departments and institutes	All academic programmes made GTEC/CTVET/international norms compliant	50,000.00						Lead Responsible Officers Dirs. of QAPA and ICBTR Supporting Officers Principal(s) Deans, and HoDs
	5.1.1.2 Set up peer review mechanisms at the departments to ensure that teaching materials are of good quality	<ul style="list-style-type: none"> Peer review teams constituted by departments Checklist for assessing quality teaching materials developed and implemented 	50,000.00						Lead Responsible Officers Deans, Dir. QAPA and HoDs Supporting Officers Principal(s) and Registrar

Objective 5.2: Ensure High Quality Standards in the University's Operations

Strategies	Activities	Key Performance Indicator(s), KPI	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
5.2.1 Ensure adherence to standards and policies in the	5.2.1.1 Develop Standard Operating Procedures (SOPs) for various activities of departments/units/sections	Standard Operating Procedures (SOPs) for activities of departments/units/ sections developed	117,000.00						Lead Responsible Officers Dir. of QAPA and Registrar

University's operations									Supporting Officers Deans and HoDs
	5.2.1.2 Develop policy to ensure compliance with the policies, SOPs, code of ethical conduct, rules and regulations in the University	Compliance policy documents developed and published	60,000.00						Lead Responsible Officers Dir. of QAPA Supporting Officers Deans and HoDs
5.2.2 Strengthen monitoring mechanisms at all levels of the University's operations	5.2.2.1 Appoint quality assurance officers at faculties/departments/units/sections to ensure monitoring	Quality assurance officers appointed at faculties/departments/units/sections	300,000.00						Lead Responsible Officers Dir. of QAPA Supporting Officers Principal(s), Registrar, Deans and HoDs
	5.2.2.2 Digitise and automate procedures and activities in the University's operations	All University operations procedures and activities digitalised and automated	500,000.00						Lead Responsible Officers Dirs. of QAPA and ICT Services Supporting Officers Registrar, Directors, Deans and HoDs
	5.2.2.3 Monitor adherence to quality delivery in all operations	<ul style="list-style-type: none"> Adherence to quality delivery institutionalised and implemented Adherence reports submitted periodically 	100,000.00						Lead Responsible Officers Dirs. of Finance, QAPA, and Internal Audit Supporting Officers Deans, Directors and HoDs

	5.2.2.4 Organise consultative interactions with students	At least one consultative interaction with students organised every semester	100,000.00							Lead Responsible Officers Principal(s), Dean of Student Affairs, Deans Supporting Officers HODs
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Objective 5.3: Strengthen Assessment Practices for Staff, Students and Physical Assets

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
5.3.1 Strengthen staff performance assessment	5.3.1.1 Evaluate and review the existing assessment policies	Existing assessment policies evaluated, reviewed and published	50,000.00						Lead Responsible Officers Dirs. of QAPA and HR Supporting Officers Principal(s), Deans and HoDs
	5.3.1.2 Conduct regular assessment on staff performance	Annual assessment of staff performance conducted and feedback given to staff	20,000.00						Lead Responsible Officers Dirs. of QAPA and HR Supporting Officers Deans, Directors and HoDs
5.3.2 Strengthen practice for students' assessment	5.3.2.1 Set up departmental peer review committees to review all test items before administering them	Departmental peer review committees constituted	45,000.00						Lead Responsible Officers Principal(s) and Deans Supporting Officers HoDs

	5.3.2.2 Strengthen internal and external moderation of examinations	<ul style="list-style-type: none"> Internal team for moderation of examinations constituted Annual external moderation of examinations conducted Reports on examination moderation submitted 	150,000.00						Lead Responsible Officers Principal(s), Deans, Dirs. of Academic Affairs and QAPA Supporting Officer Registrar and HoDs
	5.3.2.3 Ensure review and compliance with examination rules and regulations	Examination rules and regulations reviewed, published and implemented	100,000.00						Lead Responsible Officers Principal(s), Deans, Dirs. of Academic Affairs and QAPA Supporting Officer HoDs
	5.3.2.4 Ensure timely publication of examination results	Examination results published as provided for in relevant policies	150,000.00						Lead Responsible Officers Principal(s), Deans, and Dir. of Academic Affairs Supporting Officers Registrar, Dir. of ICT Services
	5.3.2.5 Promote robust online assessment systems	Robust online assessment systems established	200,000.00						Lead Responsible Officers Deans and Dir. of QAPA Supporting Officers

									HoDs
5.4.3 Strengthen practices for assessment of physical assets	5.4.3.1 Develop standards and specification for academic facilities	Academic facilities standards and specifications developed	50,000.00						Lead Responsible Officers Principal(s) and Dir. of QAPA Supporting Officers Dirs. of Finance and WPDFM
	5.4.3.2 Ensure that regular assessment and maintenance plans are adhered to	Monitoring assessment reports on maintenance submitted	60,000.00						Lead Responsible Officers Principal(s) and Dir. of QAPA Supporting Officers Dirs. of Finance and WPDFM
	5.4.3.3 Organise workshop for users of physical assets	At least one workshop organised for users of physical assets on each campus annually	37,500.00						Lead Responsible Officers Principal(s) and Dir. of QAPA Supporting Officers Dirs. of Finance, WPDFM and HR
	5.4.3.4 Monitor usage of physical assets	Usage of physical assets monitored	50,000.00						Lead Responsible Officers Principal(s) and Dir. of QAPA Supporting Officers Dirs. of Finance, WPDFM and Audit

Objective 5.5: Establish Mechanisms for Branding and Visibility of the University

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
5.5.1 Showcase the unique entrepreneurial qualities of graduates	5.5.1.1 Organise biennial international forum for AAMUSTED graduates to share their experiences	At least one international forum organised every two years	50,000.00						Lead Responsible Officers Dirs. of DRIPIA and DPA Supporting Officers Deans and HoDs
	5.5.1.2 Organise exhibitions, fairs and seminars to showcase entrepreneurial abilities of graduates	At least one exhibition, fair and seminar organised annually	150,000.00						Lead Responsible Officers Dirs. of DRIPIA and DPA Supporting Officers Deans and HoDs
	5.5.1.3 Conduct tracer studies	At least one tracer study conducted, and findings published	35,000.00						Lead Responsible Officer Dirs. of QAPA Supporting Officers Deans and HoDs
5.5.2 Promote the AAMUSTED brand	5.5.2.1 Brand assets of the University with AAMUSTED logo and colours	All movable and unmovable assets embossed with AAMUSTED logo and colours	150,000.00						Lead Responsible Officer Dir. of DPA Supporting Officers Dirs. of DRIPIA and WPDFM
	5.5.2.2 Establish a marketing and communications unit under DRIPIA to spearhead	Marketing and communication unit established	150,000.00						Lead Responsible Officer Dir. of DRIPIA

	the promotion of the AAMUSTED brand									Supporting Officer Dir. of DPA
	5.5.2.3 Produce branded University souvenirs, and paraphernalia	Souvenirs, paraphernalia and assets embossed with the University's logo	150,000.00							Lead Responsible Officer Dir. of DPA Supporting Officer Dir. of DRIPIA
	5.5.2.3 Provide customised business and identity cards for staff	<ul style="list-style-type: none"> • Customised business cards provided for officials • Identity cards with holders for all staff 	150,000.00							Lead Responsible Officer Dir. of DPA Supporting Officer Dir. of DRIPIA
	5.5.2.4 Mount giant billboards/LED screens at vantage areas in the campuses and the country	Giant billboards/LED screens mounted on campuses and parts of the country	625,000.00							Lead Responsible Officer Dir. of DPA Supporting Officer Dir. of DRIPIA
	5.5.2.5 Organise and participate in sporting activities and national quiz competitions	Sporting activities and quiz competitions organised and results documented	405,000.00							Lead Responsible Officers Dir. of Sports and Deans Supporting Officers Dir. of DPA and HoDs
5.5.3 Use internet to promote activities of the University	5.5.3.1 Upgrade and update the University website regularly	University website upgraded and updated	50,000.00							Lead Responsible Officers Dir. of ICT Services Supporting Officers

									Dirs. of DRIPIA and DPA
5.5.3.2 Create and update webpages for all departments, units and sections to showcase all activities	Webpages created and updated for all departments, units and sections	20,000.00							Lead Responsible Officers Dir. of ICT Services Supporting Officers Dirs. of DRIPIA and DPA
5.5.3.3 Create social media handles for AAMUSTED	Social media handles created and kept active	50,000.00							Lead Responsible Officer Dir. of ICT Services Supporting Officers Dirs. of DRIPIA and DPA
5.5.3.4 Create staff profile and their research journal article titles the University website	Research profile of all staff visible on the University website	20,000.00							Lead Responsible Officers Dir. of DRIPIA and University Librarian Supporting Officers Deans, Directors, Dir. of ICT Services and HoDs
5.5.3.5 Encourage staff and students to sign up to research-oriented social media platforms (e.g. Linked-In, ResearchGate, google scholar, etc.)	<ul style="list-style-type: none"> At least 80% of staff and students sign up to Linked-In, ResearchGate, google scholar, etc. At least 80% of research findings disseminated 	20,000.00							Lead Responsible Officers Deans Supporting Officers Dirs. of ICT Services, and DRIPIA and HoDs

		through research-oriented social media platforms (eg. LinkedIn, ResearchGate, google scholar, etc.)							
5.5.4 Develop and implement outreach programmes	5.5.4.1 Strengthen the Directorate of Public Affairs (DPA) to effectively market the University	Directorate of Public Affairs (DPA) strengthened	25,100.00						Lead Responsible Officers Registrar and Dir. of DPA Supporting Officers Dirs. of HR and ICT Services
	5.5.4.2 Appoint and train an outreach team	Outreach team appointed and trained	100,000.00						Lead Responsible Officers Dir. of DPA Supporting Officers Dirs. of Academic Affairs and QAPA
	5.5.4.3 Strengthen engagement with media to enhance visibility	Engagement with media strengthened	100,000.00						Lead Responsible Officer Dir. of DPA Supporting Officers Dirs. of Academic Affairs and QAPA
	5.5.4.4 Encourage academic staff to participate in knowledge-based public debates	Academic staff participate in knowledge-based public debates	50,000.00						Lead Responsible Officer Deans Supporting Officers Dir. of DPA and HoDs

	5.5.4.5 Advertise on radio, TV stations and print media	University activities advertised on radio, TV and print media every year	500,000.00						Lead Responsible Officer Dir. of DPA Supporting Officers Dirs. of ICT Services and DRIPIA
	5.5.4.6 Distribute flyers and stickers at programmes and conferences	Flyers and stickers distributed at programmes and conferences	150,000.00						Lead Responsible Officer Dir. of DPA Supporting Officers Dirs. of ICT Services, Academic Affairs and DRIPIA
	5.5.4.7 Collaborate with student associations and alumni to advertise the programmes and activities of the University	Collaboration with students and alumni established	30,000.00						Lead Responsible Officer Dir. of DPA Supporting Officers Dirs. of Academic Affairs and DRIPIA, and Dean of Student Affairs
	5.5.4.8 Organise research conferences, seminars, exhibitions and workshops	At least, ten (10) department/ faculty-based research conferences, seminars, exhibitions and workshops organized each year	375,000.00						Lead Responsible Officers Deans Supporting Officers Dir. of DRIPIA and Dean of School of Graduate Studies

THEME 6.0: EQUITY AND DIVERSITY

LEAD OFFICERS: - Registrar and Head, Gender Desk

Objective 6.1: Promote Gender Equity

Strategies	Activities	Key Performance Indicator(s), KPI	Budget	Time Frame					Responsible Officers
				2025	2026	2027	2028	2029	
6.1.1 Promote gender equity in staff recruitment and students' admissions	6.1.1.1 Create a Centre for Gender Mainstreaming (CGM)	CGM created	100,000.00						Lead Responsible Officer Registrar Supporting Officers Dirs. of Academic Affairs and DRIPIA
	6.1.1.2 Develop a Gender policy	Gender policy for both staff and students developed	50,000.00						Lead Responsible Officers Registrar and Head of Gender Mainstreaming Supporting Officers Deans
	6.1.1.3 Implement affirmative action for staff recruitment and students' admissions	Affirmative action for staff recruitment and students' admissions implemented	20,000.00						Lead Responsible Officer Dir. of Academic Affairs Supporting Officers Deans, Dir. of QAPA and Head of Gender
6.1.2 Support female staff in career or professional development	6.1.2.1 Establish special fund for female staff to support research and to attend workshops/conferences/seminars and further training	Special fund established	100,000.00						Lead Responsible Officer Dir. of DRIPIA Supporting Officers

									Dir. of Finance, Deans and Head of Gender
	6.1.2.2 Develop gender responsive pedagogy	Gender responsive pedagogy developed	50,000.00						Lead Responsible Officer Deans Supporting Officers Dir. of Academic Affairs, HoDs and Head of Gender

Objective 6.2: Promote Inclusivity and Diversity at all Levels

Strategies	Activities	Key Performance Indicator (KPI)	Budget	Time Frame					Lead Responsible Officer(s)
				2025	2026	2027	2028	2029	
6.2.1 Create access for people of diverse background and promote inclusivity	6.2.1.1 Develop a policy on inclusivity and diversity	Inclusivity and diversity policy developed	20,000.00						Lead Responsible Officer Registrar Supporting Officers Deans and HoDs
	6.2.1.2 Make all infrastructure user friendly for differently-abled persons	80% of infrastructure made user friendly for differently-abled persons	525,000.00						Lead Responsible Officer Dir. of WPDFM Supporting Officers Dir. of Academic Affairs and Dean of Student Affairs
	6.2.1.3 Make the social environment friendly for differently-abled persons	Social environment made friendly for differently-abled persons	50,000.00						Lead Responsible Officers Dean of Student Affairs Supporting Officers

									Deans and HoDs
	6.2.1.4 Recruit staff to support students with special needs	Staff recruited to support students with special needs	50,000.00						Lead Responsible Officer Registrar Supporting Officers Deans and Dir. of HR
	6.2.1.5 Develop disability responsive pedagogy	Disability responsive pedagogy developed	50,000.00						Lead Responsible Officers Deans Supporting Officer HoDs

List of Abbreviations

1. BIIC	-	Business Incubation and Innovation Centre
2. CCTV	-	Closed-Circuit Television
3. CTVET	-	Commission for Technical and Vocational Education and Training
4. DG	-	Director General
5. Dir.	-	Director
6. DPA	-	Directorate of Public Affairs
7. DRIPIA	-	Directorate for Research, International Programmes, and Institutional Advancement
8. GACS	-	General Administration and Consular Services
9. HR	-	Human Resource
10. HoDs	-	Heads of Department
11. ICBTR	-	Institute for Competency-Based Training and Research
12. ICT	-	Information and Communication Technology
13. IEDEI	-	Institute of Entrepreneurship Development Education and Innovation
14. ILO	-	Industrial Liaison Officer
15. ITPDLL	-	Institute of Teacher Professional Development and Lifelong Learning
16. FQAO	-	Faculty Quality Assurance Officer
17. NTVETQF	-	National Technical and Vocational Education and Training Quality Framework
18. PA	-	Public Affairs
19. Pro VC	-	Pro Vice-Chancellor
20. QAPA	-	Quality Assurance, Planning and Accreditation
21. SPIT	-	Strategic Plan Implementation Team
22. TVET	-	Technical and Vocational Education and Training
23. VC	-	Vice-Chancellor
24. WPDFM	-	Works, Physical Development and Facilities Management

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