

FOREWORD

A 4-YEAR STRATEGIC PLAN (2023-2026)

Over the years, Komenda College of Education, Komenda has maintained a distinctive position as a College that sets the pace for excellence in teacher education in Ghana. As we stride forward, we consider it an opportune time and a priority to plan and further strengthen our consolidated identity, opportunities, human and material resources to the next level of development and excellence.

After extensive consultations with various stakeholders of the College, a Four-Year (2023-2026) Strategic Plan has been formulated. The goals identified within this four-year plan reflect the envisioned aspirations and future of Komenda College of Education, Komenda and its stakeholders. It proudly serves: our students, staff, alumni, community and other relevant partners.

We seek to robustly and diligently leverage our opportunities, efforts and resources to achieve the following five (5) focal areas contained in the Strategic Plan:

- **Strengthen Governance Structure and Administrative Management**
- **Improve Infrastructure Development, Financial Mobilization and Utilization**
- **Improve Teaching, Learning and Research**
- **Improve Human Resource Development, Welfare and Social Inclusion**
- **Strengthen Stakeholder Engagement, Community Partnership and Internationalization**

With the implementation of these themes, there is no limit to what the future holds and what we can achieve together as one 'KOMENCO' family.

We are therefore, charged, as stakeholders of the College to embrace this Strategic Plan and allow it drive our daily interactions and collaborative efforts to selflessly serve current and future ideals, mission and vision of 'KOMENCO'.

I would like to also offer our sincere gratitude to all those who have contributed in various capacities to the College to this far and call on the continued support of the entire College Community to make this 4-Year Strategic Plan a success.

Thank you.

Very Rev. Kwesi Nkum Wilson (PhD)
(Principal)
June 2023

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1.0 INTRODUCTION

The College Implementation Plan which had been implemented by the Komenda College of Education expired in 2020. The Management on behalf of the Governing Council subsequently constituted a committee to develop a new Strategic Plan to direct the College towards its vision of setting the pace for excellence in teacher education in Ghana. The four-year Plan takes into consideration the upgrade of the Training College into a College of Education and the policy directives captured in the Ghana Education Strategic Plan. The Plan was also prepared to be consistent with the Corporate Strategic Plan of the mentor institution – University of Education, Winneba.

The Komenda College of Education Strategic Plan (2023-2026) has five thematic areas:

Theme One: Strengthen Governance Structure and Administrative Management

Theme Two: Improve Infrastructure Development, Financial Mobilization and Utilization

Theme Three: Improve Teaching, Learning and Research

Theme Four: Improve Human Resource Development, Welfare and Social Inclusion

Theme Five: Strengthen Stakeholder Engagement, Community Partnership and Internationalization

The document is divided into four parts. The first part provides information about the historical background of the College and its set up. The second part presents a situational analysis of the College by outlining the Strengths, Weaknesses, Opportunities and Threats of the College. The third part provides information on the Themes and Strategic Objectives that have been formulated to guide the Operation of the College in the next four years. Finally, part four presents a detailed table on some actions to be pursued in order to achieve the strategic objectives. There are also columns for Key Performance Indicators (KPIs), budget allocation and officers charged with the responsibility of facilitating the implementation of the planned activities. It is the view of Management that all stakeholders will be fully committed to the implementation of this Plan.

2.0 PROFILE OF KOMENDA COLLEGE OF EDUCATION

ESTABLISHMENT OF THE COLLEGE: The Komenda College of Education was established on the premises of the barracks left by the Fleet Airforce of the British Navy after the Second World War. The barracks was set on the Assai Hill, on the outskirts of Komenda town. Through the efforts of Mr. A. B. Sam, the then regent of Komenda, the legacy was leased to the Methodist Church Ghana in 1947 to be used as a Methodist Teacher Training College. The Government of Ghana later renovated the buildings to make the old barracks suitable for academic work.

On 11th March, 1948, the first batch of students of forty men were enrolled to start an initial 2-Year Teachers' Certificate "B" Programme. In 1952, the College became a Co-Educational Institution with its first batch of thirty women. It was established as Komenda Training College but has presently become Komenda College of Education per the Government's Policy to upgrade Teacher Training Colleges into Colleges of Education. The first Principal of the College was Mr. Lawrence Alfred Creedy, a British national. The motto of the College is "Bepɔwso Kurow Hyerɛn", meaning a city set on a hill, shines forth. M.H.B. 577 is the College hymn.

The College has offered the following academic programmes since its inception; 2-Year Cert "B" | 4-Year Cert "A" | 2-Year Cert "A" | 3-Year specialist 2-Year Modular Course | 3-Year Cert "A" (Post Sec) 4-Year (Untrained Diploma in Basic Education) | 3-Year Diploma in Basic Education | 2-Year Sandwich Diploma

The College is noted for its discipline, academic excellence and holistic training. Graduates of the College "shine" everywhere they go. In the light of this, the College aims at always improving the quality of teaching and learning so as to keep high standards

SPECIAL MANDATE: The College has the mandate of producing competent professional teachers for basic schools to meet the educational needs of the nation.

STAFF AND STUDENTS' POPULATION: Currently, the College has a staff population of 131 and 1834 students.

DEPARTMENTS AND UNITS: The College has ten (10) departments made up of four (4) non-academic and six (6) academic departments. The Table 1 below presents the various departments and the units under the departments.

Table 1 Departments and Units of Komenda College of Education

S/N	DEPARTMENTS	UNITS/SECTION
Non-Academic		
1.	Registry/Administration	College Secretariat, Transport, Security, Estate, Works, Technicians and ICT technical
2.	Finance	Account, Budgeting, Stores, Procurement and Kitchen
3.	Audit	-
4.	Library	-
Academic		
5.	Education	Early Childhood and Primary Education
6.	Mathematics/ICT	Mathematics/ICT
7.	Science	Science/Mathematics
8.	Vocational/Technical	Home Economics, Visual Art, Agricultural Science and Technical
9.	Languages	English and Ghanaian Language (Core programme)
10.	Social Sciences	Liberal studies

- I. **ACADEMIC PREOGRAMMES:** As at the 2020/2021 academic year, the College offered 4 – year Bachelor of Education programmes in Early Childhood, Primary Education, and J.H.S programmes (Agricultural Science, Mathematics/Science, Mathematics/ ICT, Home Economics, Technical and Visual Arts).
- II. **ORGANISATIONAL STRUCTURE:** (see Appendix A)

1. CORPORATE STRATEGY

- i. **VISION:** The vision of the College is to set the pace for excellence in teacher education in Ghana
- ii. **MISSION:** the mission of the College is to provide excellent technological and general training opportunities for equipping the student-teacher with ethically centred 21st century skills. That is Critical and problem-solving skills, Collaboration, Communication and Creativity and innovation.

- iii. **CORE VALUES:** The three core values adopted by the founding fathers were; Academic Excellence, Service to God and Service to Mankind.

3.0 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS

1. **Quality Academics:** What Komenda College of Education does so well is academics. There is yearly improvement of students' performance.
2. **Highly Committed Staff:** Both academic and non-academic staff are highly committed to their duty and this has translated into students being punctual to lectures.
3. **Gender Parity:** (Staff: 40% female (2:3); Students: 44% females). What is unique about the College is that it is almost achieving gender parity in both staffing and students' enrolments.
4. **Codified Policies:** One other unique thing about the College is the presence of a single codified document that contains all the policies for the running of the College.
5. **Increase in Admission quota:** What our stakeholders usually call for is to increase our admission quota to help give room for the numerous applicants who wish to come to the College due to its academic excellence.
6. **Qualified Personnel:** The College has personnel with the requisite qualifications and experiences needed for the accomplishment of their task.
7. **Staff Student Ratio:** 1:24 which is better than the national Ghana Tertiary Education Commission (GTEC) norm of 1:27
8. **Secure Funding:** Regular government funding for staff emoluments
9. **Strong alumni relationship:** The College has a strong relationship with its alumni which aids its development.

WEAKNESSES

1. **Infrastructural Deficit:** The major weakness of the College is dilapidated infrastructure which affects student enrolments and staff offices and accommodation. The College has limited offices for staff, lecture halls, and classroom and office furniture. The College has an uncompleted auditorium.
2. **ICT Equipment Deficit:** There are inadequate computers for both the ICT lab and offices and projectors for teaching and learning. The College also has no reliable internet facility which affects E-learning.
3. **Absence of E-Library:** Education at the present time requires a well-equipped E-Library to assist students learn wherever they are, but the College has no such facility.
4. **Un-resourced Labs:** Even though the College has different labs for all the sciences, programmes, almost all the labs are not resourced which makes it impossible for students to have the practical experiences of what they learn.
5. **Lack of Workshops:** The College runs pure technical and Visual Arts programmes, but has no workshops and Studios for practical activities.
6. **Inadequate healthcare provisions.** The College Community depends on a small infirmary with two Nursing Officers that has served the College over the years. This is, however, inadequate to meet the needs of the growing students and staff populations.

OPPORTUNITIES

1. **Vast Land for expansion** (well protected land with no litigation and encroachments):

The College has vast land that can be used for:

- agricultural activities
- improved infrastructure

2. **Opportunities for income generation:**

- The College has a historical cave that can be developed as a tourist site.
- Chalet can be built in the next two years to serve as guest rooms since there is no decent hotel or guest house in Komenda
- The College has an advantage of its location and can develop its beach for recreational activities.
- The College can also have a Printing Press on campus for the patronage of both staff and students in a period of one year.

3. **Strong affiliation with the Methodist Church:** The College has the opportunity of getting support in kind from its affiliated church.

4. **Support from mentoring institution:** The College has the opportunity of getting support from its mentoring institution.

THREATS

1. The Universities who are to mentor the College are rather the competitors. They offer good conditions of service, infrastructural development, generation of IGF, drawing of human resource personnel from the college of which the College can never do.
2. Sea breeze and bush fires are the environmental challenges and situation that pose threat to the College.
3. Delayed payment of feeding grant
4. The cut on the budget of the College by the Ministries of Education and Finance.
5. Intruders from the community which create insecurity on campus.
6. Uncompleted/ delayed projects by government.
7. The road network of the College is also very bad.
8. Restrictions by the admissions quota system
9. Topology of the College that makes accessibility difficult for the physically challenged

4.0 THEMES AND STRATEGIC OBJECTIVES

4.1 THEME ONE: STRENGTHEN GOVERNANCE STRUCTURE AND ADMINISTRATIVE MANAGEMENT

STRATEGIC OBJECTIVES

- 4.1.1 Improved corporate governance system
- 4.1.2 Enhanced capacity of management
- 4.1.3 Students Involvement in decision making
- 4.1.4 Improve transport system

4.2 THEME TWO: IMPROVE INFRASTRUCTURE DEVELOPMENT, FINANCIAL MOBILIZATION AND UTILIZATION

STRATEGIC OBJECTIVES

- 4.2.1 Infrastructure development (ICT, lecture hall staff/student's accommodation, library facilities, offices, etc.)
- 4.2.2 Effective resource mobilisation
- 4.2.3 Efficient resource utilisation
- 4.2.4 Support for needy students

4.3 THEME THREE: IMPROVE TEACHING, LEARNING AND RESEARCH

STRATEGIC OBJECTIVES

- 4.3.1 Improving educational resource materials
- 4.3.2 Creating conducive learning environment
- 4.3.3 Introducing additional academic programmes
- 4.3.4 Enhancing research
- 4.3.5 Improved quality assurance practices

**4.4 THEME FOUR: IMPROVE HUMAN RESOURCE DEVELOPMENT,
WELFARE AND SOCIAL INCLUSION**

STRATEGIC OBJECTIVES

- 4.4.1 Staff development, improvement and welfare
- 4.4.2 Improved campus security
- 4.4.3 Gender equity and social inclusion

**4.5 THEME FIVE: STRENGTHEN STAKEHOLDER ENGAGEMENT, COMMUNITY
PARTNERSHIP AND INTERNATIONALIZATION**

STRATEGIC OBJECTIVES

- 4.5.1 Alumni Engagement
- 4.5.2 Collaboration with educational institutions
- 4.5.3 Initiating partnerships - national and international
- 4.5.4 Improved model practice school

5.0 PLAN MATRIX (2023-2026)

THEME ONE: STRENGTHEN GOVERNANCE STRUCTURE AND ADMINISTRATIVE MANAGEMENT									
Strategic Objectives	Key Activities	Key Performance Indicator (s), KPI	Budget Estimate (GHS)	Time Frame				Source of Funding	Responsibility
				2023	2024	2025	2026		
1.1 Improved Cooperate governance	1.1.1 Constitute boards and committees to streamline administrative processes	i. The following committees/boards constituted: Departmental Board,	20,000.00	X	X			IGF	Principal, College Secretary, HoDs, SRC leadership, Head-QA
	1.1.2 Strengthen Management System of the College	i. The College Information System updated regularly	40,000.00	X	X	X	X	IGF	Principal, College Secretary, Head of HR, Head-QA
	1.1.3 Streamline the delivery of procurement services within the College	i. Staff sensitised on procurement services and policies	5,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Auditor, Head of Procurement, Head of HR, Head-QA
		ii. Capacity of procurement staff developed	15,000.00						
iii. A system of value for money in procurement system established		3,000.00							

	1.1.4 Improve and expand administrative infrastructure and equipment	i. Needed office equipment procured/refurbished	50,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Auditor, HODs, Head of Procurement, Head-QA
	1.1.5 Transform the administrative system in line with best practices	i. A catalogue of administrative best practices developed	10,000.00	X				IGF	Principal, College Secretary, Head of HR, College Secretary, HODs, Head-QA
	1.1.6 Strengthen students and staff involvement in decision making	i. Students represented on all relevant committees	20,000.00	X	X	X	X	IGF	Principal, College Secretary, Student Leadership, Head-QA
		ii. Staff welfare policy implemented	95,000.00	X	X	X	X		
1.2 Enhanced capacity of management	1.2.1 Ensure full complement of Management	Full complement of Management ensured	40,000.00	X				IGF	Principal, College Secretary
	1.2.2 Organize periodic workshop and training to build capacity of Management	Periodic workshop and training for capacity building of Management organized	25,000.00	X	X	X	X	IGF	Principal, College Secretary
1.3 Students Involvement in decision making	1.3.1 Strengthen Management-staff-student consultative meetings	Management-staff-student consultative meeting held twice every semester.	20,000.00	X	X	X	X	IGF	Principal, College Secretary, HoDs, SRC leadership, Head-QA

1.4 Improve Transport System	1.4.1 Purchase new vehicles	One vehicle bought in every two years	800,000.00	X		X		IGF	Principal, College Secretary, Finance Officer, Budget, Operation
	1.4.2 Develop transport policy	Policy on transport develop to regulate vehicle movement	15,000.00						
	1.4.3 Establish vehicle servicing centre	Vehicle servicing centre established	35,000.00	X	X	X		IGF	
THEME TWO: IMPROVE INFRASTRUCTURE DEVELOPMENT, FINANCIAL MOBILIZATION AND UTILIZATION									
2.1 Improving physical infrastructural development	2.1.1 Expand model practice school	i. Two (2) community schools identified and adopted as model practice schools	20,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Auditor, Head-QA
	2.1.2 Complete ongoing infrastructural works and make them universal design compliant	i. The 1600-capacity auditorium completed	1,850,000.00	X	X	X	X	GOG/IGF	Principal, College Secretary, Finance Officer, HODs, Internal Auditor, Head-QA
		ii. The 18-unit classroom block completed	1,800,000.00	X	X	X	X	GETFUND	Principal, College Secretary, Finance Officer, Internal Auditor, Head-QA
		iii. New administration block completed	3,738,000.00						
	2.1.3 Upgrade two classrooms for use as	i. Two classrooms upgraded and well-	200,000.00	X	X			IGF	Principal, College Secretary, Finance Officer, Internal Auditor, HOD-

	early childhood resource centre	equipped for use as early childhood centre							Dept. of Educ. & Prof. Stds., Head-QA
	2.1.4 Renovate and upgrade the College Library	i. The Library block renovated	200,000.00	X				IGF	Principal, College Secretary, Finance Officer, Internal Auditor, College Librarian, Head-QA
		ii. Library management software procured for the College Library	150,000.00	X					Principal, College Secretary, Finance Officer, Internal Auditor, College Librarian, Head-QA
		iii. New books and journals acquired	50,000.00	X	X	X	X		Principal, College Secretary, Finance Officer, Internal Auditor, College Librarian, Head-QA
		iv. Electronic library created	20,000.00	X	X				
		v. Partnership established with UEW Library	30,000.00	X					
		vi. Registered with the Consortium of Academic and Research Libraries in Ghana (CARLIGH)	30,000.00	X	X	X	X		
	2.1.5 Build a 3-storey 500 capacity hostel for students	i. The 500-capacity hostel for students built	1,400,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer,

									Internal Audit, HODs, Head-QA
2.2 Effective resource mobilisation	2.2.1 Strengthen and expand income generating activities	i. Policy on income generating activities developed	20,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Audit, HODs, Head-QA
		ii. At least three (3) commercial ventures established (printing press, conversion of College cave for education and tourism, 10 Chalets, Commercial Centre)	2,000,000.00		X				
		iii. Existing teaching and research farm diversified and expanded		X	X	X	X		
		Iv. Contributions from Alumni							Alumni relations officer, KOSA leadership
2.3 Efficient resource utilisation	2.3.1 Strengthen budgetary monitoring and control mechanisms	i. Annual budget preparation workshops organised for departments	15,000.00	X	X	X	X		
		ii. Quarterly budget performance review undertaken by Finance and Audit Depts.							

		iii. Annual risk analysis undertaken on payments								
2.4 Support for needy students	2.4.2 Solicit support for brilliant but needy students	i. Scholarship packages secured for brilliant but needy students	20,000.00	X	X	X	X			Principal, College Secretary, Finance Officer,
THEME THREE: IMPROVE TEACHING, LEARNING AND RESEARCH										
3.1 Improving educational resources and materials	3.1.1 Refurbish and upgrade the laboratories to ultra-modern infrastructure	i. Refurbished and equipped laboratories (Science, TVET-Home Economics, Visual Arts, Technical and Agricultural Science)	500,000.00	X	X	X	X	GOG /IGF		Principal, College Secretary, Finance Officer, HOD-; Dept., Internal Auditor,
	3.1.2 Procure teaching and learning materials for departments	i. 75% of the required teaching and learning materials procured for all departments	80,000.00	x	X	X	X	IGF		Principal, College Secretary, Finance Officer, Internal HODs, Head-QA
3.2 Creating Conducive learning environment	3.2.1 Ensure all infrastructure are universal design compliant	All facilities are made universal design compliant	35,000.00	X	X	X	X	IGF		Principal, College Secretary, QA
	1.2.2 Ensure the weedy compound is cleared to	Compound neatly cleared.	20,000.00	X	X	X	X			

	weed of snakes and other harmful reptiles									
3.3 Introducing additional academic programmes	3.3.1 Develop short courses to generate income for the College	i. CPD for pre-tertiary teachers developed	20,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal HODs, Head-QA	
		ii. Certificate programme in sign language introduced and running in collaboration with the Department of Special Education, UEW.	50,000.00							
3.4 Enhancing research	3.4.1 Develop a research policy for the College	i. Policy document developed	40,000.00	X				IGF		
	3.4.2 Conduct intra and inter departmental/ institutional research and seminars	i. At least 25% inter and intra departmental research publications produced by staff annually	60,000.00	X	X	X	X	IGF	Vice Principal, Heads of Department, Staff development coordinator	
		ii. At least 5% inter and intra institutional research publications produced	20,000.00							
3.5 Improved quality assurance practices	3.5.1 Implement the Quality Assurance Policy of the College	i. Real time QA feedback system established	25,000.00	X				IGF	Head- QA Committee	

		ii. Comprehensive monitoring and evaluation of activities and personnel conducted	15,000.00	X	X	X	X		
		iii. evidence-based assessment mechanism established to deliver quality controls	5,000.00	X					
		iv. evidence-based assessment mechanism implemented	15,000.00	X	X	X	X		

4.3 THEME 4: IMPROVE HUMAN RESOURCE DEVELOPMENT, WELFARE AND SOCIAL INCLUSION

4.1 Staff development, improvement and Welfare	4.1.1 Staff training and development policy of the College	Qualified staff who apply for professional development are supported	50,000.00	X	X	X	X	GOG/IGF	Principal, College Secretary, Finance Officer, Internal Auditor, HoDs, Head-QA
	4.1.2 Make access to education, training resources and opportunities equitable for all staff members	i. Equitable access to training resources and opportunities granted (70% for teaching staff and 30% for non-teaching staff)	70,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Auditor, HoDs, Head-QA
	4.1.3 Develop a staff welfare policy	i. Staff welfare policy developed	5,000.00	X				IGF	

		ii. Staff welfare policy implemented	95,000.00	X	X	X	X		Principal, College Secretary, Head-HR, Head-QA	
4.2 Improved campus security	4.2.1 Recruit adequate security personnel	i. security personnel increased by 25% annually	218,000.00	X	X	X	X	IGF/GO G	Principal, College Secretary, Head of Security, Head-QA	
	4.2.2 Improve on security posts	i. Three (3) security posts constructed, resourced and equipped.	30,000.00	X	X			IGF	Principal, College Secretary, Head of Security, Head-QA	
	4.2.3 Collaborate with UEW Security Directorate to build capacity of the College's security personnel	i. Collaboration for staff training established with UEW Security Directorate	45,000.00	X					IGF	Principal, College Secretary, Head of Security, Head of HR Department, Head-QA
		ii. One training programme organised for security staff every semester	10,000.00	X	X	X	X	X		
4.3 Gender equity and social inclusion	3.6.1 Embark on admission drive to increase female enrolment	i. A manual for admission drive developed	10,000.00	X					Principal, Head-Gender Unit, Head-QA	
		ii. Annual enrolment drive carried out in at least 10 schools and communities	50,000.00	X	X	X	X	IGF		
	3.6.2 Implement quota system in students	i. Gender Parity Index (GPI) of 1 attained	10,000.00	X	X	X	X	IGF	Principal, Head-Gender Unit, Head-QA	

	enrolment to ensure gender equality								
	3.6.3 Pursue quota system in staff recruitment to ensure gender equality	i. Gender parity considered in new staff recruitment	10,000.00	X	X	X	X	IGF	Principal, College Secretary, Head-Gender Unit, Head-QA
THEME 5: STRENGTHEN STAKEHOLDER ENGAGEMENT, COMMUNITY PARTNERSHIP AND INTERNATIONALIZATION									
5.1 Alumni Engagement	5.3.1 Create and secure alumni database	i. Alumni database created and secured	22,000.00	X	X			IGF	Principal, College Secretary, Alumni Relations Officer, Head-QA
	5.3.2 Revitalise networks among alumni, students and staff	i. Annual homecoming events held	6,000.00	X	X	X	X	Alumni/IGF	Principal, College Secretary, Alumni Relations Officer, Head-QA
		ii. Annual Founder's Day event organised	60,000.00	X	X	X	X	Alumni	Principal, College Secretary, Head-QA, Alumni Relations Officer
	5.3.4 Solicit alumni support for some projects	i. Alumni supported project funded	-	X	X	X	X	IGF	Principal, College Secretary, Alumni Relations Officer
5.2 Collaboration with non-	5.4.5 Establish collaboration with non-governmental institutions	i. Policy on Collaboration developed	60,000.00	X				IGF	Principal, College Secretary, Alumni Relations Officer, Head-QA

governmental institutions		ii. A unit/office in charge of collaboration created							
		iii. Non-governmental institutions who are in education and development both within and outside Ghana for Collaboration identified							
		iv. Proposals and MOUs drafted with identified non-governmental institutions							
5.3 Initiating partnerships - national and international	5.5.1 Review/ renew existing partnerships	i. existing partnerships reviewed/renewed	10,000.00	X	X	X	X	IGF	
	5.5.2 Create new national/ international partnerships	i. Two (2) national/international partnerships created	45,000.00	X				IGF	
5.4 Improved model practices school	5.6.1 Expand model practice school	i. Two (2) community schools identified and adopted as model practice schools	15,000.00	X	X	X	X	IGF	Principal, College Secretary, Finance Officer, Internal Auditor, Head-QA

6.0 SUMMARY OF PLAN BUDGET

Themes/Strategic Objectives	Budget Estimate (GHS)
THEME ONE: <i>STRENGTHENING GOVERNANCE STRUCTURE AND ADMINISTRATIVE PROCESSES</i>	
1.1 Improved corporate governance system	962,000.00
1.2 Enhanced capacity of management	140,000.00
1.3 Students Involvement in decision making	80,000.00
1.4 Improving transport system	1,765,000.00
SUB-TOTAL (THEME ONE)	2,947,000.00
THEME TWO: <i>IMPROVING INFRASTRUCTURE DEVELOPMENT AND FINANCIAL MOBILIZATION AND MANAGEMENT</i>	
2.1 Infrastructure development (ICT, classrooms, staff/student's accommodation, library facilities, offices, etc.)	21,198,000.00
2.2 Effective resource Mobilization	2,080,000.00
2.3 Efficient resource utilisation	60,000.00
2.4 Support for needy students	80,000.00
SUB-TOTAL (THEME TWO)	23,418,000.00
THEME THREE: <i>IMPROVING TEACHING & LEARNING, RESEARCH AND SOCIAL INCLUSION</i>	
3.1 Improving educational resource materials	2,320,000.00
3.2 Creating conducive learning environment	220,000.00
3.3 Introducing additional academic programmes	180,000.00
3.4 Enhancing research	360,000.00
3.5 Improved quality assurance practices	225,000.00
SUB-TOTAL (THEME THREE)	3,305,000.00
THEME FOUR: <i>IMPROVING HUMAN RESOURCE DEVELOPMENT AND WELFARE</i>	
4.1 Staff development, improvement and welfare	665,000.00
4.2 Improved campus security	1,017,000.00
4.3 Gender equality, Social inclusion and equity	290,000.00
SUB-TOTAL (THEME FOUR)	1,972,000.00
THEME FIVE: <i>STRENGTHENING STAKEHOLDER ENGAGEMENT, COMMUNITY PARTNERSHIP AND INTERNATIONALIZATION</i>	
5.1 Alumni Engagement	308,000.00
5.2 Collaboration with educational institutions	60,000.00
5.3 Improved model practice school	85,000.00
5.4 Initiating partnerships - national and international	60,000.00
SUB-TOTAL (THEME FIVE)	513,000.00
GRAND TOTAL	32,155,000.00

APPENDIX A

MEMBERS OF THE STRATEGIC PLAN DEVELOPMENT COMMITTEE

Prof. Samuel K. Hayford	Director, IERIS, UEW	Chairman
Ms. Victoria Amankrah	Tutor	Vice-Chairman
Prof. Eric Daniel Ananga	Assoc. Prof, UEW	Member
Mr. Prince Asiedu	Planning Officer, UEW	Member
Mr. Daniel Kofi Nkum	Senior Tutor/Dean, Academic Affairs	Member
Ms. Mercy Abah	College Librarian	Member
Mr. Bright Essel	Tutor	Member
Mr. Peter Esson	Finance Director	Member
Ms. Constance Afriyie	College Secretary	Secretary
Mr. Godwin Attobra	Assistant College Secretary	Recorder

APPENDIX B

MEMBERS OF THE STRATEGIC PLAN REVIEW COMMITTEE

Prof. Samuel Kwesi Asiedu-Addo	UEW Representative	Chairman
Dr, Paul Kwadwo Addo	GTEC Representative	Member
Mr. David Ansah	Alumni Representative	Member
Ms. Victoria Aba Mensah	Academic Staff Representative	Member
Mr. Godwin Attobra	Assistant College Secretary	Secretary

APPENDIX C

MEMBERS OF THE STRATEGIC PLAN IMPLEMENTATION COMMITTEE

S/N	Name		Status
1.	Mr. Mark P. K. Eghan	Quality Assurance Officer	Chairman
2.	Mr. Fredrick Attom Gyandoh	Budget Officer	Member
3.	Ms. Charlotte Adoma Diabor	HoD – Science Department	Member
4.	Mr. Uriel Amuah	Vice Dean, Students' Affairs	Member
5.	Ms. Georgina Mensah	Ag. Finance Officer	Member
6.	Ms. Mercy Owoahene	Assist. Internal Auditor	Member
7.	Mr. Godwin Attobra	Assistant College Secretary	Secretary