



ACADEMIC CITY
UNIVERSITY COLLEGE



**Redefining
University
Education**

**VISION
2030**

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CHAIRMAN'S MESSAGE

It is my honor to present to you our Vision 2030 strategic plan. Our mission to revolutionize higher education in Africa by providing world-class STEAM and Entrepreneurship education has found a welcoming home in Ghana, which was a natural choice for us. Our goal is to become a true academic city offering a wide range of teaching and research possibilities.

As we all know, a country's higher education system is a crucial part of its strategic reserve. In today's challenging macroeconomic environment, it is more important than ever for governments to support serious players in this industry. At Academic City, we believe that education is about action and have put this belief into practice by building a campus that reflects our vision.

Our goal is to create an environment where teachers inspire invention rather than providing ready-made knowledge. We believe that education should be a rewarding experience that allows for thinking, imagining, questioning, doubting, and problem-solving. Additionally, we are committed to not only achieving success but also making a positive impact. We strive for Return on Impact rather than Return on Investment, which requires bold and creative thinking.

As Ghana has the potential to take the lead in solving some of Africa's big problems by leaning on startups and entrepreneurs, we urge the government to implement policies that cement Ghana's position as an African hub for education. Given its great quality of life, decent

education system, seamless access to markets across West Africa, and good and growing digital infrastructure, Ghana is well-positioned to support its technology and entrepreneur ecosystem.

To our students and recent graduates, I want to congratulate you on your brilliant and exemplary achievements. I encourage you to continue to be relevant and resilient throughout your careers. I also urge you to wear the Academic City badge with pride and remember that you bear the responsibility of inspiring not only your colleagues, parents, or siblings, but the entire community and workplaces at large. Make a difference for your country and continent.

Finally, I would like to extend my gratitude to the Board of Governors, Executive Committee, leadership, faculty, and admin staff for guiding us through the early years and setting Academic City on the path to its mission of becoming an education city that is impacting not only West Africa, but the entire continent. Together, we will continue to strive for excellence in our pursuit of becoming a premier institution in Africa.

Thank you.

Dev Varyani
Chairman

PRESIDENT'S MESSAGE

When we initiated our strategic planning process, we could not have imagined how much the world around us will rapidly transform. The COVID-19 pandemic was a game-changer and transformed how high education would be delivered now and in the future. Our prevailing national educational policy that did not account for online education was soon trapped. As parents, policymakers, and students grappled with this new reality between online delivery and the possibility of an uncontrollable pandemic, the realities of an unanticipated 21st century world reared.

Leading a team of mostly students and volunteers, Academic City University College delivered on a cost-effective locally-made ventilator. This reaction to a clear and present danger was underpinned by the ethos of our institution. As we march into the post-pandemic world, we take into cognisance the role that higher education must play in the transformation of Africa.

The reality of the education space across the globe has changed. The world around us is rapidly changing. The coolest technologies of yesterday now belong to the landfills of today. The need for new knowledge, skillset, and technologies to augment the exponential changes required for the 21st century is a matter of urgency. Academic City

was envisioned as an experiment to challenge and extend the boundaries of knowledge, to unravel the comfortable status quo of higher education in the subregion, and to re-tool young adults to translate knowledge and skills into entrepreneurship.

Africa over the last sixty years, has depended on the global supply chain. It has and continues to procure essential commodities from abroad. The ineffectiveness of this arrangement was exposed by the COVID-19 pandemic, when producing nations suddenly turned inward to satisfy domestic needs.

Secondly, our educational system in its current configuration continues to churn out exceptions, while a critical mass is required to power current and future enterprises that will make Africans independent. The need for a new and reconfigured educational system—multi-disciplinary, domestic-focused, intentional integration of entrepreneurship into the curricula, hands-on focused, underpinned by strong leadership skills—will ultimately change Africa's narrative.

Drawing on our four pillars: Experiential, Contextual, Unified and Extensional, we have set ourselves the task of creating a holistic graduate that espouses the Africa experience, in line with the practical realities in Africa that education is expected to

address, pulls knowledge across the expanse of multidisciplinary disposition, and remains a continuous learner.

I am confident of the mission we have set ourselves to. In my five years at the helm of Academic City, I have watched the institution transform from a College to a University College, introduced end-of spectrum academic programmes such as Robotics, Biomedical Engineering, Artificial Intelligence, Industrial and Systems Engineering, Entrepreneurship and a highly sought-after Leadership Seminar Series that brings experienced practitioners and students together to deliberate on the dynamics of leadership.

Additionally, our students have started three entrepreneurial ventures of their own and Goldman Sachs has employed one of our students and provided avenue for two additional interns. The next decade is African. The teeming youth will become an integral part of the global workforce and marketplace. What we do here in the next decade will make the difference.

Medaase.

Prof. Fred McBagonluri
President & Provost



SCOPE

This strategic plan sets out a high-level framework and priorities for Academic City and all its departments for the next seven years. The Governing Council of Academic City has reviewed and contributed insights into its development and finalization. This strategic plan will be supported by an implementation plan, which will be approved by the Governing Council and overseen by the President.

OUR VISION & MISSION

Vision: Academic City's vision is to become a world-class institution for **learning, innovation, and entrepreneurship.**

Mission: Academic City's mission is to educate **future-ready leaders**, who can innovatively solve complex problems within an **ethical, entrepreneurial and collaborative** environment.

The vision statement sets the ambitious goal for the institution to be recognized globally for its high-quality education and commitment to innovation and entrepreneurship.

The mission statement outlines the specific actions that Academic City will take to realize its vision.

It emphasizes the institution's focus on developing graduates who are equipped to tackle complex problems with innovative and entrepreneurial approaches, while also being guided by ethics and collaboration.



CORE VALUES

-  **EXCELLENCE:** Always striving to be the best or among the best.
-  **INNOVATION:** A demonstrable commitment to seek new and exciting approaches that positively impact and advance society.
-  **INTEGRITY:** Always a tower of emulation and a source of ethical direction and leadership.
-  **LEADERSHIP:** An impeccable will to advance the ideals of human dignity and a commitment to the vulnerable.
-  **RESPONSIBILITY:** A commitment to accept responsibility, to exude the values of servant leadership and to be a strategic partner in the advancement of society.

PROGRESSIVE PAST

The establishment of Academic City marked the beginning of an ambitious mission to revolutionize the higher education landscape in Africa by creating a world-class institution that places a strong emphasis on STEAM education. In just the last four years, the institution has made significant strides towards achieving this goal.

One of the key achievements of the past four years has been the successful positioning of Academic City as a premier university in Ghana and Africa. This is exemplified by the recent achievement of being the first university in Africa to offer an undergraduate programmes in Artificial Intelligence and Robotics Engineering. These efforts have been recognized and supported by various stakeholders, including the Ministry of Education, industry leaders, and diplomats.

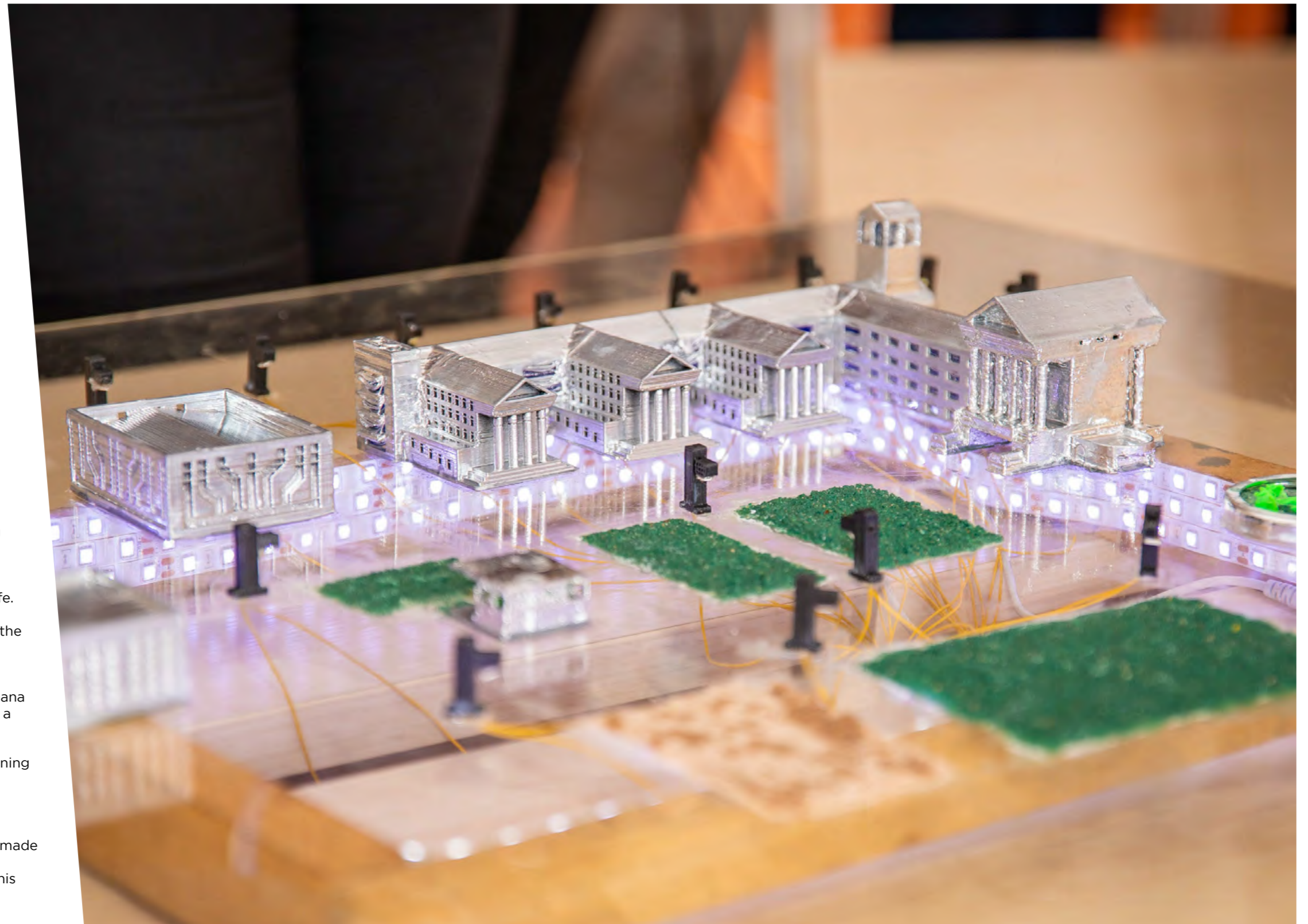
In addition to its academic offerings, Academic City has also made significant investments in its infrastructure, including modern-based laboratories that are among the best in the sub-region. These resources have enabled students to conduct scientific research and project-based learning, and have helped to create a scientist-friendly research ecosystem.

Throughout the COVID-19 pandemic, the institution has demonstrated its commitment to the success of its students by quickly adapting to a blended learning approach, using the hybrid approach as outlined in Roger Martin's book, *Playing to Win*. This approach allowed students to continue their education while also prioritizing their health and safety.

Academic City is committed to training future leaders and fostering a culture of excellence in all aspects of student life. The university involves students in decision-making processes and prioritises their talents as social leaders, all the while supporting the scientific, cultural, social, and sports activities of students.

Attracting the most talented young people from within Ghana and the sub-region, Academic City provides students with a wide range of interdisciplinary programmes and courses, cooperation with employers in the field with the goal of improving education programmes, acquiring skills, and gaining professional experience, and opportunities to implement projects that are contextual to the African experience.

In conclusion, the past four years have been a period of significant progress for Academic City. The institution has made great strides towards achieving its goal of becoming a world-class university, and is well-positioned to continue this progress in the years to come as part of its Vision 2030 strategic plan.



POSITIONING FOR A BRIGHT FUTURE

Every five to seven years, Academic City University College develops a strategic plan to help guide the institution's growth and shape its future. The plan is developed in consultation with faculty, staff, and student bodies, and is guided by an assessment of the institution's performance on the strategic goals of the preceding term.

We also take into consideration the prevalent trends in the tertiary education and policy domains. Our strategic foundation is informed by a SWOT analysis to ensure that, going into the future, we will be able to project and deliver a world-class educational experience.

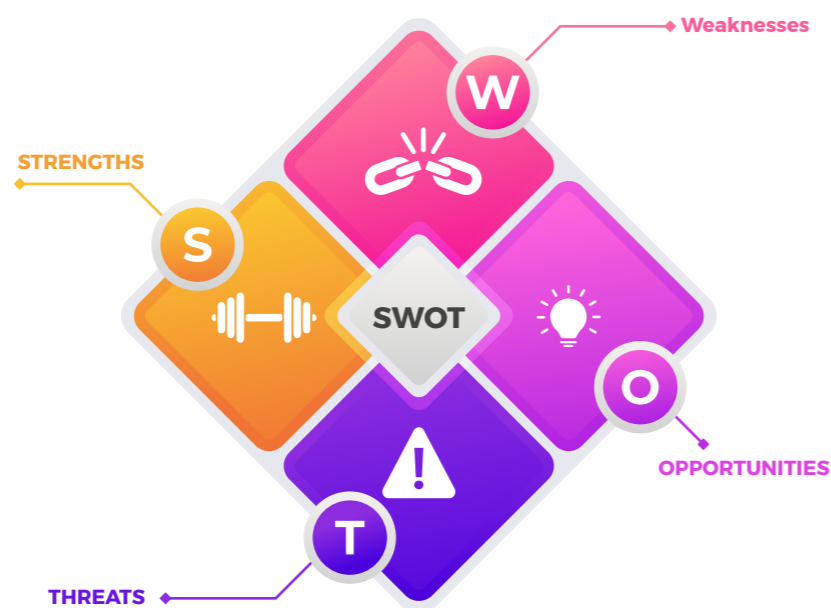


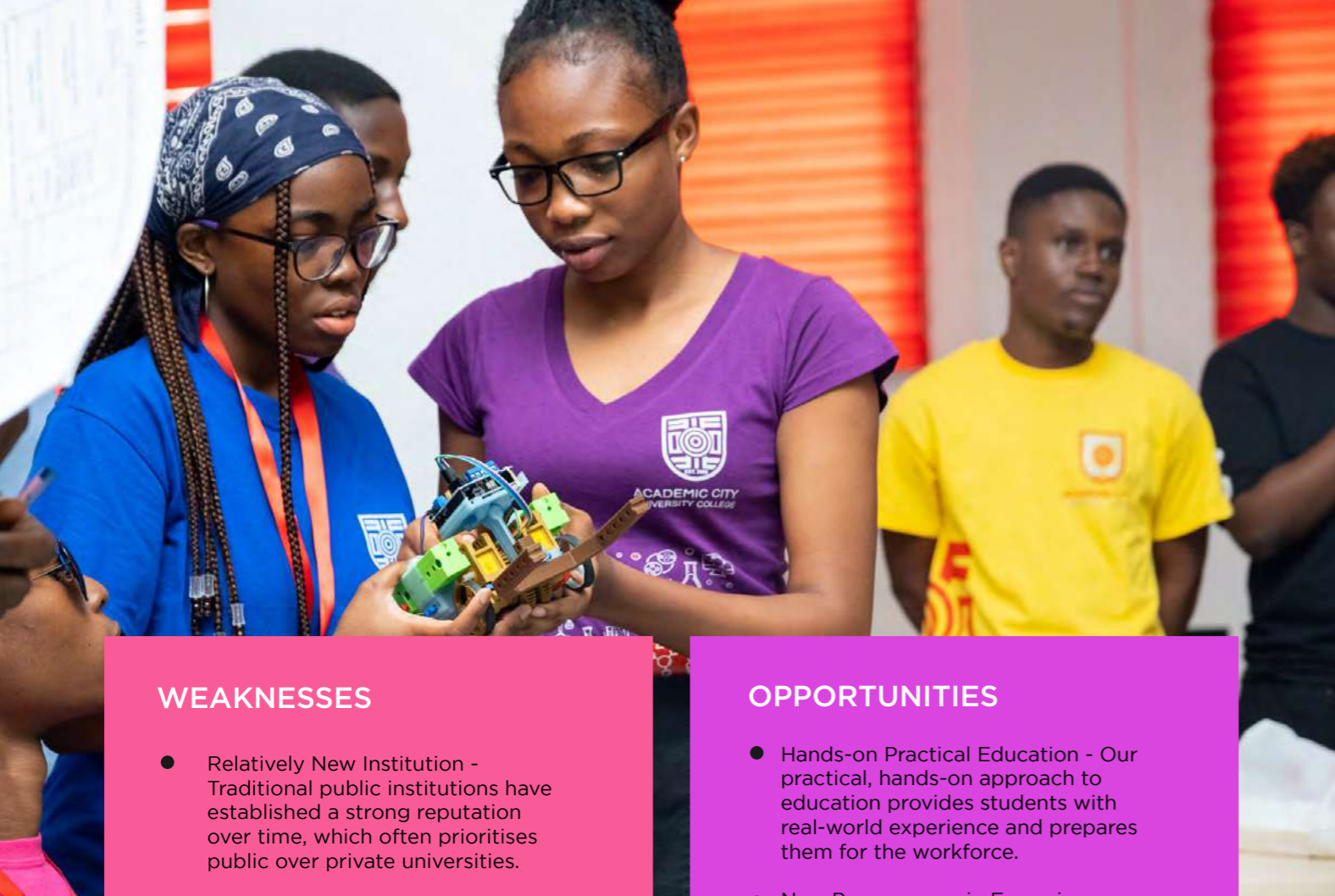
STRENGTHS

- Positive Campus Climate - A secure campus that allows students, staff and faculty to interact freely and responsibly.
- Economic Contribution to the Community - New businesses, real estate developments and road construction are springing up in the area surrounding the university, boosting the local economy.
- High-Quality Academic Programmes - New programmes in STEAM and Entrepreneurship are attracting students and equipping them with the requisite skills to be globally competitive.
- International Collaborations - New MOUs with strategic partners from the US, Europe and Africa are supporting mobility, research, teaching and joint initiatives.
- Competitive Cost of Attendance - Compared to other private universities, our fees are comparable or more affordable. Our merit-based presidential scholarships provide students from lower socio-economic backgrounds with access to quality education.
- Strategic Campus Location - The ACity campus is within a 30-minute drive (~15 km) from Kotoka International Airport (KIA). It is a safe and secure community for students due to the close proximity of reputable medical facilities, the University of Ghana, and lively and vibrant urban and creative communities.
- Integration of Technology - Our modern campus is equipped with cutting-edge labs and workshop facilities, as well as a makerspace, to enhance students' performance and support entrepreneurship.
- Small Class Sizes - Smaller class sizes facilitate close contact between students and instructors.
- Experienced Leadership - Our leadership team has extensive industry experience and supports classroom-industry engagement.
- Extensive Extra-Curricular Resources - Our new student centre and sports facilities promote fitness and social interaction among students.
- Global Diversity - Our student body comes from over 25 countries, bringing diversity to the campus and fostering cross-country collaborations.
- Industry-Experienced Faculty - Our faculty provide a blend of theoretical prowess and real-world savvy to their lessons. Their insider knowledge of current industry trends and practices keeps students ahead of the curve, bridging the gap between academic learning and the beating heart of the business world.

SWOT ANALYSIS

To best direct our strategic planning and development efforts, we conduct a SWOT analysis. This takes into consideration inputs from both our internal and external stakeholders. Trends in global events, new paradigms in educational leadership and policy frameworks inform our strategic directions. In the following sections ACity's relative position to strategic peers are evaluated and subsequently, refine our strategic orientation going into the next five to seven years.





WEAKNESSES

- Relatively New Institution - Traditional public institutions have established a strong reputation over time, which often prioritises public over private universities.
- Limited Revenue Sources - The primary sources of income are tuition fees and housing facilities.
- Limited Portfolio of Courses - The curriculum is focused on high-demand programmes in STEM and entrepreneurship, at the expense of liberal arts programmes offered at public universities.
- Low Enrollment - A challenge facing the institution is a low enrollment number due to the nature of being a relatively 'new' institution.
- Relatively New and Young Faculty - Differences in benefits often give public university lecturers more incentives and make the role more appealing than in the private sector, causing experienced faculty to prefer working at public universities.

OPPORTUNITIES

- Hands-on Practical Education - Our practical, hands-on approach to education provides students with real-world experience and prepares them for the workforce.
- New Programmes in Emerging Technology Fields - Our commitment to staying at the forefront of emerging technologies has given us a first-mover advantage in areas such as robotics, industrial and systems engineering, and entrepreneurship.
- Merit-based Presidential Scholarship - Our highly sought-after Presidential scholarship is awarded based on merit and provides opportunities for students.
- New Residential Halls - We are creating a new, community-focused living environment to enhance student interaction and support mental well-being.
- Expanded Global Partnerships - Our international reach allows students to study with peers from other universities and expands the opportunities for visiting students and faculty.
- Opportunities for Study Abroad - Exposing our students to different learning environments and providing access to colleges, industries, etc. is a core part of our strategic engagement.



THREATS

- Challenging and Volatile Economic Climate (Currency Devaluations, Interruptions in Supply Chains) - Volatility in the national economy is affecting the ability to pay fees and other services.
- Uncertainties due to the Pandemic and Emerging Health Threats - The COVID-19 pandemic has significantly disrupted academic calendars, and continued health threats require special attention to keep the campus safe.
- Expanding Competitive Base - Over the last 20 years, 128 universities and colleges have been established, each offering a diverse portfolio of courses at different fee rates.
- Rapidly Evolving Technologies - The need to adapt and integrate new and emerging technologies in order to maintain a strategic advantage and relevance in the education space is ongoing.
- Weak Academic Preparedness of Students - STEM/STEAM education is not yet formally established in our education ecosystem. Students arrive at college at varying levels of preparedness, which must be addressed to ensure their success.
- Challenging Engagement with Affiliates - Engaging with traditional universities as part of the regulatory framework is costly, time-consuming, and bureaucratic, and does not align with the agility required to remain globally competitive.

VISION 2030 – STRATEGIC THRUSTS

At ACity, we aim to build a global institution of excellence in scholarship, research, teaching, innovation, and entrepreneurship. To achieve these imperatives, our strategic plan has the following key thrusts or thematic areas as shown in Figure 1:

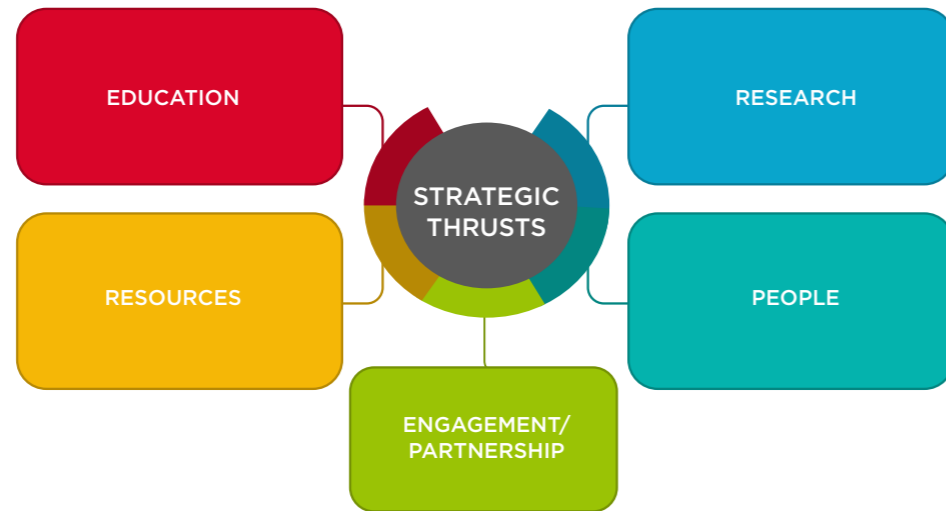


Figure 1: ACity strategic thrusts

BASIS OF OUR STRATEGIC THRUSTS

In developing our strategic thrusts, we have taken into consideration the emerging dynamics in the tertiary education space in the post-COVID-19 world. The following basic assumptions have been taken into consideration:

1. The global pandemic continues to disrupt academic schedules around the world and parents are increasingly looking to local institutions offering comparative and competitive programmes for their children.
2. The need for rapid industrialisation in the developing world to offset constraints in supply chains and logistics that occurred during the pandemic.
3. The need to embrace a new paradigm shift in the deployment of education. Our contextual, experiential, unified, and extensional approaches offer comparative and competitive advantages for parents seeking world-class and industry-relevant education.
4. Over 60% of Africa’s youth is under 25 and this group will require quality education and new skills to participate in the innovative and rapidly changing global marketplace.
5. The need for continuing education and skills upgrade for the demanding workplace of the future requires advanced degrees and executive education modules.
6. The post-COVID-19 economy will require new technology-specific skill sets in medicine, engineering, and business and a well-crafted curriculum will make the difference.
7. The anticipated rebound in the post-COVID-19 economy will enhance the purchasing power of the growing middle class in Africa and, hence, their ability to pay for quality education.

STRATEGIC THRUSTS

THRUST 1 - EDUCATION

Academic City is focused on developing outstanding educational leadership and institutional excellence through innovation and entrepreneurial orientation, with a commitment to ensuring quality assurance and continuous improvement in its educational programmes and services. The goal is to establish ACity as a premier institution in Ghana and Africa, known for its globally competitive programmes with a strong focus on STEAM education, its commitment to quality assurance, and its exceptional student experience. To achieve this goal, the team at ACity has committed to four key areas: developing outstanding educational leadership and institutional excellence, developing globally competitive programmes with a strong focus on STEAM, attracting, admitting and retaining students from all backgrounds with outstanding academic backgrounds and high propensity for success, and ensuring quality assurance and continuous improvement in educational programmes and services. With a focus on innovation, employability, and student-centered strategies, ACity is working towards achieving its vision of becoming a world-class university by 2030.



Commitment 1: To develop outstanding educational leadership and institutional excellence through Innovation, and entrepreneurial orientation

Goal 1: Achieve Institutional Accreditation and Presidential Charter

- Objective A:** Preserve institutional accreditation for the university college by ensuring that effective quality mechanisms and resources are in place for Ghana Tertiary Education Commission (GTEC).
- Objective B:** Preserve all programmes accreditation by ensuring accreditation processes are initiated a year to expiration of accreditation.
- Objective C:** Earn Presidential Charter by 2023 and ensure that all degrees awarded after 2023 are Academic City specific.

Commitment 2: To develop globally competitive programmes with strong focus on STEAM

Goal 1: Increase number of competitive innovative programmes

- Objective A:** Develop, deploy, monitor and measure globally competitive academic programmes.
- Objective B:** Address employability for graduates through project-based experiential and contextual learning modalities.
- Objective C:** Deploy executive and community-based programmes to broaden workforce and enhance skills development.

Commitment 3: To attract, admit, and retain students from all backgrounds with outstanding academic background and with high propensity for success and prepare them for industry and postgraduate success

Goal 1: Provide an exceptional educational experience for all students that prepares them for postgraduate success, achieving high graduation rates with no opportunity gaps

Objective A: Increase the number and quality of incoming freshmen.

Objective B: Increase International Student enrollments.

Objective C: Strive to 1:1 Male-Female ratio.

Goal 2: Develop inclusive, diversified and student centric strategies to enhance student experience

Objective A: Provide an active and holistic counselling for students.

Objective B: Make provisions across the campus to enhance access for physically challenged.

Objective C: Provide on-going advisory services for students to enhance both psychological and academic performance.

Objective D: Provide a conducive environment for support and tutoring of students with special needs.

Objective E: Increase student retention rates, provide a mechanism for graduate school, and workforce transition.

Commitment 4: To ensure quality assurance and continuous improvement in educational programmes and services

Goal 1: To establish a comprehensive and effective quality assurance system that enhances the academic and administrative processes of the institution

Objective A: Develop a quality assurance framework and implement it throughout the institution to ensure consistent and effective practices in academic and administrative processes.

Objective B: Regularly assess and evaluate the quality of educational programmes and services to identify areas for improvement and implement corrective actions.

Objective C: Foster a culture of continuous improvement and encourage faculty and staff to contribute to the quality assurance system through regular feedback and participation in quality improvement initiatives.

Objective D: Establish partnerships and collaborations with relevant stakeholders, such as regulatory bodies, to enhance the quality of educational programmes and services offered by the institution.

THRUST 2 - ENGAGEMENTS & PARTNERSHIPS

Academic City is committed to expanding its international reach through engagement and partnerships. As the university continues to rapidly develop into an increasingly international institution, it aims to actively recruit outstanding scientists, researchers, faculty, and students from around the world. Collaborations with institutions such as Worcester Polytechnic Institute, University of Dayton, Northern Kentucky University, Virginia Tech, Fontys Netherlands, Northeastern University and numerous industry and government partnerships allow the university to engage in interdisciplinary research and provide students with international perspectives. In order to enhance the student experience and provide further education opportunities, the university has established two strategic commitments as outlined below.



Commitment 1: To develop and deploy global partnerships that enhance student experience and further education opportunities

Goal 1: Increase Strategic Partnerships locally and globally by providing students opportunities to develop as global citizens

Objective A: Develop strategic partnership leading to exchange programmes for students and faculty.

Objective B: Increase International Student enrollments through diverse advertising channels and recruitment agents.

Objective C: Provide opportunities for further studies for graduates with partners and non-partner institutions.

Commitment 2: To engage strategic partners to access global funding opportunities for institutional advancement

Goal 1: Diversify funding and development sources

Objective A: Work with partners to access 2-3 funding sources per year.

Objective B: Develop, sustain, and leverage a dynamic foundation to support institutional development.



THRUST 3 - RESEARCH

Academic City is committed to making a global and local impact through research and development. The university recognises the importance of research in driving innovation and addressing societal challenges. With this in mind, the university has established two strategic commitments to further develop its research capabilities. The first commitment focuses on increasing research engagement and output, while the second commitment aims to transition research into entrepreneurial and innovative solutions that have immediate societal impact. These commitments and their corresponding goals and objectives are outlined below.

Commitment 1: To develop an effective research and development regime that makes global and local impact in industry, governance, and communities

Goal 1: Increase research engagement and output

- Objective A:** Revamp current research incentive plans to encourage research output.
- Objective B:** Generate 50-100 technical and conference publications each year.
- Objective C:** Increase consulting output for faculty and students.

Commitment 2: To transition research into entrepreneurial and innovative solutions that have immediate societal impact.

Goal 1: Commercialise Research output and development output for entrepreneurial sales

- Objective A:** Launch at least 2 students' start-ups each year.
- Objective B:** Generate 5-10 patents each year.
- Objective C:** Develop 10-20 policy papers, standards.



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THRUST 4 - PEOPLE

Academic City is committed to being an exemplary employer by competing for global talent and prioritising opportunities for our faculty and staff. We aim to publish in high impact journals and secure funding and grants to continue to develop our staff and faculty. By integrating an international, intercultural, and global dimension into our vision, outcomes, and delivery of our courses, programmes, and curricula, we will ensure that our teaching resources employ a mix of physical, online, and blended learning methodologies. Additionally, we have a modern, transparent, and flexible recruitment and adaptation system that encourages the best candidates from Ghana and abroad to work at the University. We reward achievements in research, teaching, and organisational activity as part of a transparent and effective incentive system. As a thought leader, we will continue to publish fresh research and insights, drive innovation and cutting-edge research, and redefine our focus on Executive education and Executive Programmes through our established Centres of Excellence.

Commitment 1: To enhance talent acquisition and a commitment to staff and Faculty development and management

Goal 1: Recruit and retain top notch employees

- Objective A:** Attract top talent for faculty and staff positions.
- Objective B:** Increase professional and leadership development opportunities for faculty and staff including further studies.
- Objective C:** Incentivize and recognize performance excellence through structured reward system.

THRUST 5 - RESOURCES

Academic City has an intentional focus on developing an efficient organisation based on modern infrastructure, digital solutions, and a research ecosystem that is inclusive and friendly to all. This thrust is committed to optimising current facilities and creating a forward-looking facilities expansion strategy for future programmes. Additionally, it seeks to optimise and create operational institutional transparency, adapt and integrate evolving technologies to optimise institutional efficiency, and provide a conducive and intellectually stimulating environment to enable student success.

Commitment 1: To optimise current facilities and to develop a forward-looking facilities expansion strategy for future programmes

Goal 1: Institutional and Facility Expansion

Objective A: Partner with external developers to design and build a 1000-bed hostel facility for students.

Objective B: Plan and build Faculty Residence.

Objective C: Plan and build a multi-purpose 2000-capacity auditorium.

Objective D: Plan and build Medical School Facility.

Commitment 2: To optimise and create operational institutional transparency

Goal 1: Optimise current resources and seek new revenues

Objective A: Reduce operating costs and maximise operational efficiency.

Objective B: Increase proposal writing and submission opportunities to fund research and development

Objective C: Establish an Endowment Fund and devise ways to encourage and sustain philanthropic giving.

Objective D: Raise funds to support scholarship programmes.

Commitment 3: To adapt and integrate evolving technologies to optimise institutional efficiency with an emphasis on sustainability

Goal 1: Enhance ICT capabilities and Security

Objective A: Strive towards the development of a SMART Campus (campus-of-the-future), Virtual Reality and Augmented Reality in education.

Objective B: Enhance transparency in the use of data in decision-making processes.

Objective C: Enhance and optimise remote access to ICT modalities and technology to support for remote instruction.

Objective D: Transition to 60% sustainable energy by 2025 and 100% sustainable energy by 2030.

Commitment 4: To provide a conducive, intellectual stimulating and intentional environment to enable student success

Goal 1: Expand and enhance student spaces

Objective A: Create and intentionally tailor campus spaces to encourage the holistic development of students.

Objective B: Provide and configure a Technology & Entrepreneurship Centre that include a makerspace, a venture incubator, and an accelerator Centre.

Objective C: Establish, fund, and sustain STEAM Initiatives (Festival, Summer Camps, Robotics training for young adults, etc.).



IMPLEMENTATION PLAN

THRUST 1 – EDUCATION

Academic City plans to focus on continuously strengthening and improving the review process and re-accreditation for all of its programmes, including the integration of STEAM education techniques. Additionally, the university plans to launch a Symposium on Biomedical Devices between 2022 and 2025. As a pillar of attraction for students, the university will focus on strengthening and improving strategic undergraduate programmes such as Biomedical Engineering, Artificial Intelligence, Robotics Engineering, Industrial and Systems Engineering, and Entrepreneurship.

To ensure quality assurance, the university will establish a comprehensive review process for all programmes that includes regular internal and external evaluations, as well as regular student satisfaction surveys. The review process will help to identify areas for improvement and ensure that the university remains up-to-date with the latest developments in each field. The university will also regularly communicate the results of these evaluations to faculty, staff, students, and stakeholders to ensure that everyone is aware of the ongoing quality assurance efforts and the impact they are having on the university.

Furthermore, the university plans to develop and implement new undergraduate and graduate programmes, the areas currently under review are Civil Engineering, Material Science and Engineering, Electro-Optics Engineering, Digital Manufacturing Engineering, Chemical Engineering, Robotics Engineering, STEM MBA, Data Science, and Cybersecurity, between 2022 and 2025. Finally, from 2025 to 2030, studies are underway to explore the viability and demand for programmes such as Architectural Engineering, Sustainability, Design Engineering, Nursing, Law, Medicine, Pharmacy, and Liberal Arts. The University will closely monitor and evaluate the progress of these institutional initiatives, including the results of these studies, in order to achieve the desired outputs and meet our strategic objectives.

THRUST 2 – ENGAGEMENTS & PARTNERSHIPS

In order to effectively engage with external partners and provide mutual benefit for both the university and our partners, we have identified specific programmes and partnerships to focus on. Our plan for engagements and partnerships includes the continuous enhancement and improvement of existing programmes such as the Projects Partnership, Research Partnership, Programmes Partnership, Executive Education Partnership, and Donor Partnerships.

In addition, from 2022 to 2025, we will make efforts to strengthen our existing Exchange Students Programmes, Graduate School, and conference collaborations. By 2030, we anticipate fully implementing joint degree programmes in Medicine, Informatics and Sustainability, which will further solidify our engagements and partnerships with external stakeholders. The implementation of these programmes and partnerships will be closely monitored and evaluated to ensure their effectiveness in achieving our strategic objectives.



THRUST 3 – RESEARCH

In order to effectively advance research at the University, a variety of projects, student start-ups, research incentive packages, and publication output have been identified as key components of this strategy. These outputs and expectations will serve as a benchmark for the success of the implementation of this strategy.

Currently, ongoing projects such as those related to ventilators, incubators, solar dryers, electric bikes, and electric wheelchairs, among others, will continue to support the development of new projects. To further support this effort, a research incentive plan is being developed and is expected to be operational during the last quarter of 2022. This plan, along with an allocated research budget, will encourage staff and students of the University to work towards the following outputs by the end of 2025:

- 10 student start-ups
- 40 publications
- 15-20 patents

By the end of 2030, we anticipate these outputs to increase significantly, with the expectation of:

- 30 student start-ups
- 100+ publications
- 50+ patents

The University will closely monitor and evaluate the progress of these research initiatives in order to achieve the desired outputs and meet our strategic objectives.



THRUST 4 – PEOPLE

In order to effectively develop and retain top talent at the University, the following initiatives have been identified as key components of this strategy.

1. **Talent Recruitment and Retention:** The University will implement targeted recruitment efforts to attract and retain top talent in critical areas of need. This will include targeted outreach and recruitment of underrepresented groups, as well as competitive compensation and benefits packages to retain current staff and faculty.
2. **Professional Development:** The University will provide opportunities for staff and faculty to continue their professional development through training, workshops, and conferences. This will include both mandatory and optional opportunities, with a focus on areas that align with the University's strategic goals.
3. **Succession Planning:** The University will develop and implement succession plans to ensure that key positions are filled by qualified individuals who are prepared to take on leadership roles. This will include regular reviews of critical positions and identification of potential candidates for these roles.
4. **Performance Management:** The University will implement a performance management system that includes regular evaluations, goal-setting, and feedback. This will provide staff and faculty with clear expectations and opportunities for growth and development.
5. **Diversity, Equity and Inclusion:** The University will continue to promote and support a culture of diversity, equity, and inclusion. This will include the implementation of DEI training and education programmes for staff and faculty and the development of policies and procedures that promote equity and inclusion.

These initiatives will be closely monitored and evaluated to ensure that they are effective in achieving the University's strategic objectives related to People and Talent Development.

THRUST 5 – RESOURCES

The University will implement a resource allocation process, budget planning and management, capital planning and development, facilities management and technology management processes to align with the University's strategic goals and objectives. Regular reviews and adjustments will be made as needed to support the University's priorities and the initiatives will be closely monitored and evaluated for effectiveness in achieving strategic objectives related to resource management. In line with this, Academic City aims to increase student enrollment and improve infrastructure by continuously improving resources and increasing new student intake. The goal is to have a student population of 1,000 by 2025 and 3,000 by 2030. To support this growing population, the institution will build a 1000-bed hostel, a 2000-person auditorium, a medical school building and other educational and research facilities. An endowment fund will also be established to support these efforts, with the goal of being fully operational by 2025.



CONCLUDING REMARKS

In conclusion, the Vision 2030 strategic plan for Academic City University College is a comprehensive and ambitious plan that aims to position the institution as a world-class university in Ghana and Africa. The plan takes into consideration the emerging dynamics in the tertiary education space in the post-COVID-19 world, including the need for local institutions offering comparative and competitive programmes, the need for rapid industrialization in the developing world, and the need to embrace a new paradigm shift in the deployment of education.

The strategic thrusts of the plan are focused on delivering a world-class and industry-relevant education, providing opportunities for continuing education and skills upgrade, and developing new technologies and specific skill sets in medicine, engineering, business and arts. Additionally, the plan is guided by a SWOT analysis to ensure that the institution is able to project and deliver a world-class education, and is developed in consultation with faculty, staff, and student bodies.

The plan is committed to training future leaders and fostering a culture of excellence in all aspects of student life. Overall, the Vision 2030 strategic plan for Academic City University College sets the institution on a path towards achieving its goal of becoming a premier university in Africa, and is well-positioned to continue this progress in the years to come.



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