



UNIVERSITY OF CAPE COAST

INTERNATIONALISATION STRATEGIC PLAN 2015-2020

University of Cape Coast - An Overview

The University of Cape Coast was inaugurated on December 15, 1962 as a University College and placed in a special relationship with the University of Ghana. On October 1, 1971, the University attained the status of a full and independent university with the authority to confer its own degrees, diplomas and certificates by an Act of Parliament – the University of Cape Coast Act, 1971 (Act 390) and subsequently the University of Cape Coast Law 1992 (PNDC law 278).

The University of Cape Coast was established out of a need for highly qualified and skilled manpower in the teaching and development of the nation's human capital, thus it was established to train graduate teachers for second cycle institutions, Teacher Training Colleges and Technical Institutes; a mission that the two Universities existing at the time were ill-equipped to fulfill.

The University has since its establishment added to its functions programmes of study such as educational planning and administration; accounting, management studies and human resource management; nursing and medicine; environmental Science, governance, and Agriculturalist. It is therefore playing a unique and vital role in the nation's efforts at strengthening its educational sector.

The Vision

The vision of the University of Cape Coast is:

“To have a University that is strongly positioned, with world-wide acclaim”

This statement of where the University sees itself in the future sets the tone for every strategic decision or choice that it has made. It sets the ambition of the organization and serves as the lodestar that every faculty, school, department, functional division and individual must aspire to. In combination with its mission statement, University of Cape Coast has articulated a view of a realistic, credible, attractive future for itself; a target that inspires all stakeholders to maximum effort in bridging the gap between their current reality and their desired future.

Mission Statement

The Mission Statement is as follow:

“The University of Cape Coast is **The University of Choice** in Ghana. It is an equal opportunity university uniquely placed to provide quality education through the provision of comprehensive, liberal and professional programs that challenge learners to be creative, innovative and morally responsible citizens. Through distance learning, it also extends expertise and facilities to train professionals for the education enterprise and business by employing modern technologies. The University constantly seeks alternative ways to respond to changing needs. The institution continues to expand its existing highly qualified academic and administrative staff, offering a conducive environment that motivates them to position the University to respond effectively to the developmental needs of a changing world”.

Core Values

As an institution of higher learning, University of Cape Coast is embedded in a set of core values and principles subscribed to and upheld by the faculty, students, staff and the administration: These core values which provide general guidelines towards the realization of the vision of *University of Choice* are:

Academic Excellence: UCC has created an exciting and enviable niche in the higher education in Ghana through innovative academic and high standards in intellectual enquiry. These inform and permeate all aspects of learning and are subscribed to by all students, staff and faculty. The members of the university community strive to advance intellectual and culturally accepted inquiry.

Engagement: in furtherance of its core functions, members of UCC develop intellectually through active and reflective learning which enables engagement with the wider community, thus influencing policy for sustainable development.

Ethical and Responsible Behaviour: All members of the university community act honestly and responsibly, holding themselves accountable to others for their actions. In all their economic, social and political activities, staff, students and affiliated bodies of the university conduct themselves in a manner that upholds the integrity of the person and the image of the university.

Equality of Access to all Opportunities and Services: UCC is an equal opportunity institution and therefore strives to provide opportunity and access to quality education and services to all categories of persons regardless of nationality, colour, creed, race, gender, disability of all forms and social status.

Empowerment: UCC offers opportunities for staff and students to engage in critical enquiry and life-long learning meant to enhance confidence for contribution to personal and community development.

Corporate Strategic Thrust

1. Create an environment that seeks to improve student life, foster student-focused learning and students with strong ethics and commitment to society
2. Create a conducive working environment which recognize equal opportunities for faculty, staff and students
3. Recruit, develop and retain high calibre and motivated faculty and administrative staff
4. Create a learning organization culture that enhances teamwork, efficiency, discipline and commitment
5. Promote active and reflective teaching and learning, research and outreach that strongly position UCC as a centre of excellence

6. Develop new and relevant programmes, periodically revise existing ones and vigorously pursue distance and sandwich education
7. Develop and strengthen integrated ICT infrastructure and facilities that robustly support teaching and learning, research and outreach
8. Improve upon physical infrastructure and support services that enhance teaching and learning, research and outreach
9. Aggressively develop linkages with local and foreign institutions and partnership with industries
10. Improve upon management capacity and institutional governance system
11. Vigorously work to improve revenue generation and enforce fiscal discipline

The Centre for International Education

The Centre for International Education (CIE), University of Cape Coast, was established in 1994 under a USAID-sponsored five-year programme to promote, support and co-ordinate all facets of international education activities in the University. These activities include international students and staff exchanges, research collaborations and publications, and information sharing, all aimed at enhancing the international image of the University. Over the years, the Centre had fostered links with institutions of higher learning from the USA, China, UK, Sweden, Germany, Liberia, Nigeria and Senegal, among others. The Centre offers specialized support services for inbound and outbound exchange students and staff on issues including, but not exclusive to, orientation, admission, enrolment, accommodation, pastoral care, pre-departure briefings and post-return debriefings for inbound and outbound exchange students and staff.

Vision

To position the University of Cape Coast as the globally preferred University that provides international education for staff/faculty and students.

Mission

To promote meaningful international experiences for members of the University community through the establishment of international linkages and partnerships in the areas of international students' recruitment, staff/faculty and student exchanges, research collaborations and information sharing.

Core Values

To fulfill the above-mentioned vision and mission, the following core values will guide the activities of *the Centre*:

Excellence in fostering international linkages and partnerships

Ethical and Responsible Behavior in acting honestly and responsibly.

Equality of access in providing equal opportunity to all by promoting a spirit of fairness, trustworthiness, respect and teamwork among our staff/faculty, students and partner institutions.

Creativity in improving the quality and efficiency of services for international students

Functions

The Centre:

1. Manages all matters and programmes relating to international education.
2. Serves as an advisory unit to all academic departments on exchanges and collaborations.
3. Serves as a service provider on campus to all international and visiting students, faculty members and staff.
4. Is responsible for the development of Memorandum of Understanding or partnership agreements with institutions in and outside Ghana.
5. Facilitates the exchange of staff, faculty and students of partner institutions and vice-versa.
6. organizes international workshops, seminars and conferences.

The Centre's Programmes

Regular students

These are students who enroll in full-time programmes and are awarded degrees on completion of their studies by the University of Cape Coast.

VISITING/EXCHANGE STUDENTS

These students enroll in the University of Cape Coast for a semester or two from partner and non-partner institutions across the globe. Students from UCC are also given the opportunity to embark on exchange in our partner institutions. On completion of the semester programme, their grades are transferred to their home Universities.

STUDY ABROAD/SHORT COURSES

The CIE runs short training courses for prospective groups and corporate bodies from both home and abroad. The programme is run on request and spans between one (1) to four (4) weeks.

SWOT ANALYSIS

Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)

The following Strengths, Weaknesses, Opportunities and Threats have been identified:

<p>Strengths</p> <ul style="list-style-type: none"> • Proactive and innovative workforce. • Excellent reputation. • Goodwill with external stakeholders • Hardworking and dedicated staff • Vibrant linkages with international institutions 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Inadequate infrastructure. • Limited student interest/participation • Poorly resourced organizational structure • Insufficient exposure to international opportunities • Inadequate staff development programmes. • Inefficient information flow • Inadequate funding for internationalisation activities • Limited experienced faculty and staff • Administrative bureaucracy
<p>Opportunities</p> <ul style="list-style-type: none"> • Globalisation of higher educational systems. • Capacity building programmes available from international donors • Collaboration and linkages for internationalization of academic programmes. • Information and communications technology • Increased regionalization • Increased demand for foreign higher education • Business and industry demands • Government policy 	<p>Threats</p> <ul style="list-style-type: none"> • Dwindling budget for tertiary institutions. • Weak local economy • Outbreak of international diseases • Increasing international insecurity • Differences in language • Competition among higher education • Brain drain

STAKEHOLDER ANALYSIS

The following are the University's stakeholders' contribution, legitimacy, willingness to engage, potential to influence and their necessity.

No	Stakeholder Name	Contribution	Legitimacy	Willingness to Engage	Influence /Power	Necessity
1	Ministry of Education	high	high	medium	high	high
2	National Accreditation Board	high	high	medium	high	high
3	UCC Management	high	high	high	high	high
4	Ministry of Foreign Affairs	high	high	high	high	high
5	Collaborating Institutions	high	medium	high	low	high
6	Students of UCC	medium	high	high	medium	high
7	Ghana Immigration Service	high	high	high	medium	high
8	Ghana Police Service	high	high	medium	high	high
9	UCC Faculty	high	high	high	medium	high
10	UCC Staff	medium	low	medium	low	medium
11	High Commissions/Embassy					
16	National Council for Tert. Edu	high	low	high	low	high

Key:

Contribution: **High- high** level of knowledge/information/expertise to help the University
Medium- medium level of knowledge/information/expertise to help the University

Low- low level of knowledge/information/expertise to help the University

Legitimacy: **High-** University activities greatly affect stakeholders
Medium-University activities moderately affect stakeholder
Low- University activities have little effect on stakeholder

Willingness to engage: **High-**Proactive in engaging the University
Medium-Responsive in engaging the University
Low- Passive in engaging the University

Influence/Power: **High- great** influence on University activities
Medium-moderate influence on University activities
Low-little influence on University activities

Necessity of involvement: **High--**stakeholder involvement is greatly required by University
Medium- stakeholder involvement is desired by University
Low- stakeholder involvement is of little interest to University

Key Strategies

Based on the eight (8) Key Strategic Thrusts in the University of Cape Coast Corporate Strategy, the following action plans are developed as a way of contributing to the achievement of UCC International Strategic goals.

Key Thrust 1: Create an Environment that seeks to Improve Student Life, Foster Focused Learning and Graduate Students with Strong Ethics and Commitment to Society

No.	Key Action	Responsibility	Activities
1.	Faculties will review their courses to ensure that curricula include international, global and intercultural perspectives and inclusive pedagogies.	Provost Deans Heads of Departments AR – CIE Director	Organize workshops for Deans and HOD's on internationalisation.
2.	Departments will include international, global and intercultural content in their units where relevant.		Appoint internationalisation coordinators in each department
3.	Staff will use inclusive language and will refrain from using cultural stereotypes in their teaching as in all interactions.	All Staff (academic & non-academic) Heads of Department Disciplinary committee	Sensitization workshops for all staff (academic and non-academic)
4.	Departments will facilitate formal and informal learning by encouraging students to work in multicultural groups.	Heads of Department Lecturers	All student grouping for any activity should be multi-cultural where feasible.
5.	The Teaching and Learning Centre and the Human Resources Unit will provide staff development programs to support internationalisation of the curriculum	Teaching and Learning Support Centre Division of Human Resource	Organization of regular internationalisation support workshop based on staff needs appraisal

Key Thrust 2: To Create a Conducive Working Environment which Recognizes Equal Opportunities for Faculty, Staff and Students

No.	Key Action	Responsibility	Activities
	Establish a buddy system	Director – CIE Assistant Registrar Programme Assistants	Posting of notices and invitation for interested students to apply. Educating students on the buddy system during of the annual international fairs on campus.
	Create a host family system	Director – CIE Assistant Registrar Approved host families	Clearly set out/ Document the criteria for selection, responsibilities and privileges of hosting. Create monitoring teams during students' home stay periods

Key Thrust 3: Recruit, select, develop and retain high caliber and motivated teaching and administrative staff

No.	Key Action	Responsibility	Activities
	Undertake staff audit	Director – Division of Audit Director – CIE Assistant Registrar Staff – CIE	Participate in exit conferences Compel staff to participate in staff audit
	Recruit staff	Division of Human Resource Director – CIE	Liaise with Division of Human Resource for staff recruitment or internal transfers when necessary
	Strengthen and enrich orientation for newly recruited or transferred staff	Division of Human Resource Director – CIE	Ensure that newly recruited or transferred staff participate in Division of Human Resource training. Informing Division of staff needs prior to training
	Develop job schedules for all staff	Assistant registrar	Updating the current staff job schedule when necessary

Key Thrust 4: Create a Learning Organization Culture that Enhances Teamwork, Efficiency, Discipline and Commitment

No.	Key Action	Responsibility	Activities
1.	Create mechanisms for continuously projecting the vision of the university as a 'University of Choice' in Ghana	All staff Program's Assistant Assistant Registrar	Establishment of the annual international study fair on campus Preparation and regular dissemination of UCC and the Centre's brochure to partner institutions abroad Yearly distribution of UCC calendars and Dairies to all active academic partners Engagement of ATL FM in the publicisation of all international students related activities
2.	Enhance and institutionalize mentoring	All staff	Provision of pastoral services to new students

Key Thrust 5: Promote active and reflective teaching and learning, Research, and Outreach that Strongly Positions University of Cape Coast as a Centre of Excellence

No.	Key Action	Responsibility	Activities
1.	Create a conducive environment for teaching and learning	Director –CIE Assistant Registrar Deans Heads of Departments	Refurbishment of the CIE Conference room for use by visiting study abroad students during lecturing sessions. Installation of an intercom service to facilitate communication within the office The Centre also has a suitable internet bandwidth that ensures fast connectivity
	Develop an integrated university geared towards the socio-economic development of Ghana	Vice Chancellor Deputy Registrar - Academic Director – CIE Assistant Registrar	Embarking on “on the spot admission” of international students in our neighbouring west African Countries. There is also an intended visit to universities in some Scandinavian Countries to create and strengthen academic partnerships All these are geared towards income generation

	Utilize ATL FM (an institutional radio station) to enhance teaching and learning and dissemination of research findings	Director – CIE Deputy Registrar – DPA Assistant Registrar - CIE	Engagement of ATL FM in the publicisation of all international students related activities
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Key Thrust 6: Enhance student’s educational experience and employability through participation in international mobility opportunities

No.	Key Action	Responsibility	Activities
	Encourage student participation in outbound exchange and support those whose circumstances might make study abroad difficult	Director – CIE Assistant Registrar Dean - DSA	Expand the annual international students study abroad fair to bi-annual. Set up a study abroad fund
	Develop research education, internship and employability opportunities for students and graduates through international partners	Director – CIE Assistant Registrar Programme Assistant	Make a provision in our MOU for internship opportunities. Invite international partners to offer career training to graduating students.
	<p>The University will support and promote student exchange and study abroad programs.</p> <p>The University will provide pre-departure cultural orientation programs to students taking exchange and study abroad programs.</p> <p>The University will encourage and support student organizations which provide students with a range of social activities in a multicultural environment.</p> <p>Faculties will, where possible, provide staff</p>	<p>Vice-Chancellor Director of Finance Director – CIE Assistant Registrar</p> <p>Assistant Registrar Programme Assistants</p> <p>Director – CIE Assistant Registrar</p> <p>Director – CIE Assistant Registrar</p>	<p>Provide financial and moral support for brilliant but needy students on student exchange.</p> <p>Upgrade the out-going exchange students’ orientation content to suit current trends</p> <p>Strengthen and involve UCC exchange students alumni in pre-departure orientation</p> <p>Invite multicultural students organization to the Centre collaborations/coordination</p> <p>Introduce acculturation day for multicultural exposure</p> <p>Arrange with partner institutions for staff training when possible</p>

	<p>with opportunities to enhance their international and intercultural perspectives through transnational teaching, staff exchange programs and OSP programs.</p> <p>Faculties will provide pre-departure orientation and briefing to staff new to transnational teaching.</p>	<p>Dean Heads of Departments Assistant Registrar</p>	<p>Invite resource persons from partner institutions for capacity building for CIE staff</p> <p>Intensify pre-departure orientation and briefing of new staff</p>
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Key Thrust 7: Recruit and support the most able students from around the world

No.	Key Action	Responsibility	Activities
	<p>Invest in recruitment from new and existing markets</p>	<p>Vice Chancellor Director – CIE Deans</p>	<p>Coordinated marketing strategies, focusing on key markets and the exploration of new markets</p> <p>Building long term strategic partnerships overseas</p> <p>Effective management of agent networks, using in- country offices to deepen links through our permanent and higher profile presence in key markets</p> <p>Building on our alliance with Study Group in developing recruitment channel</p>
	<p>Create efficient and sustainable channels including agent networks and institutional partnership to support international student recruitment</p>	<p>Assistant Registrar – CIE Director – CIE Welfare Desk</p>	<p>Create opportunity for international students to be able to access a range of services and events to help them adapt to life as students in Ghana</p> <p>Contact the international partners to arrange for student recruitment</p>

Key Thrust 8: Improve upon Physical Infrastructure and Support Service that Enhance Teaching and Learning, Research and Outreach

No.	Key Action	Responsibility	Activities
	Refurbish, expand, and modernize laboratories and workshops	Assistant registrar – CIE Program Assistants	Refurbishment and landscaping of the Centre’s forecourt to uplift the image of the Centre Hoisting of international flags to enhance the beauty and increase the Centre’s visibility
	Expand physical infrastructure to reduce overcrowding in lecture theatres and student residential facilities	Director – Estate Section Director – CIE Assistant Registrar	Redesigning and refurbishment of the Centre’s boys quarters for use as office space as well as an immigration office
	Harness and integrate the capabilities of health related departments, unit directorate to promote health delivery, teaching etc	Director – UHS Assistant Registrar	Collaborative working relationship developed. <ul style="list-style-type: none"> • Renders exclusive services for fresh international students during the medical examination period. • They provide resource persons during orientation of exchange students
	Ensure a healthy and attractive physical environment and enforce good environmental protection practices	Director – CIE Director – UHS Head – Conservatory	Adopt good environmental health practices Purchasing and installation of a 400kg polytank to store and distribute water within the Centre during lengthy water shortage
	Formulate policy for the pooling and coordination of transport resources to reduce inefficiencies and costs.	Assistant Registrar Director – Transport Section	Coordinate all transport resources to manage cost Create a policy on transportation

Key Thrust 9: Develop linkages with Local and Foreign Institutions, Alumni and Partnerships

No.	Key Action	Responsibility	Activities
	Develop activities and partnerships in transnational education that enhances the reputation of the University	Vice Chancellor Director – CIE Assistant Registrar	Maximize opportunities created by international association of Universities Use international partnership to strengthen education, research, students mobility and recruitment
	Continuing to work with international networks on consortia, notably the World University Network (WUN), to foster international research	Director – CIE Vice Chancellor	Coordinated marketing strategies, focusing on key markets and the exploration of new markets Building long term strategic partnerships overseas Broadcast/Advertise willingness to discuss areas and expand such collaboration where appropriate Contact international network on consortia to promote joint international research

Key thrust 10: Developing a database on internationalization activities

No.	Key Action	Responsibility	Activities
	Keeping accurate records on internationalisation activities	Director – CIE Assistant Registrar Programme Assistants	Assisting internationalisation coordinators from all departments to develop and carry out awareness programmes Selecting a chief internationalisation coordinator to monitor and manage a database of internationalisation activities within the University Creating an internationalisation support fund to defray internationalisation related cost

Key thrust 11: recruiting international students

No.	Key Action	Responsibility	Activities
	Invest in recruitment from new and existing markets	Director – CIE Dean – DSA Pro-Vice Chancellor	Coordinated marketing strategies, focusing on key markets and the exploration of new markets Building long term strategic partnerships overseas Effective management of agent networks, using in- country offices to deepen links through our permanent and higher profile presence in key markets Building on our alliance with Study Group in developing recruitment channel Create efficient and sustainable channels including agent networks and institutional partnership to support international student recruitment

Assumption underlying the strategic plan

The University of Cape Coast's vision, mission, and core values express the most fundamental of the assumptions underlying the preparation of this strategic plan. In addition, the assumptions document includes statements of fact, and opinion that are basic to the strategic planning process at the University of Cape Coast.

These are matters, which are held to be true throughout the analysis and implementation of the planning process. Some assumptions emerge from the social and economic context of Ghana, higher education environment in Ghana and Africa, from the characteristics of the University's students, faculty and staff, from external stakeholders, and from internal consensus about values and directions.