

UNIVERSITY FOR DEVELOPMENT STUDIES



2024 - 2028

REGIONAL STRATEGY

October 2023

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Foreword

The University for Development Studies, Tamale has a mandate to provide constructive and meaningful interaction between the community and academia in Ghana and beyond as well as blend its academic programmes with an intensive community-based field practical training programme. This means it has to grow beyond the borders of Ghana. To achieve this growth, there is the need to have a policy on regionalisation to guide the University in its admission of students, engagement of teaching and research staff and other institutions or organisations with a similar vision of achieving the mandate of the University. This would enable the University and its stakeholders to earn recognition and other benefits through partnerships, collaboration, admission and mobility of students, faculty and staff.

The University is grateful to members of the Regionalisation Committee who put this policy together. The Committee members were Dr. Edward Salifu Mahama (Chair and Dean of Faculty of Communication and Media Studies), Prof. Courage S. Saba (Member and Director of International Relations and Advancement), Dr. Margaret A. Akuriba (Member and Senior Lecturer, School of Economics), Prof. Martin N. Adokiya (Member and Vice Dean, School of Public Health), Dr. Ruth Nimato Nukpezah (Member and Senior Lecturer, School of Nursing and Midwifery), Dr. Damba Tahidu Osman (Member and Senior Lecturer, Faculty of Agriculture, Food and Consumer Sciences), Dr. Rahaina Tahiru (Secretary and Senior Assistant Registrar, Directorate of International Relations and Advancement).

Also, the support provided by the West African Centre for Water, Irrigation and Sustainable Agriculture (WACWISA) is very much recognised and appreciated.

Professor Seidu Al-hassan
(Vice-Chancellor)
October, 2023

1.0 Introduction

Globally, institutions of higher learning are putting in place strategies to make them visible not only at the local level but also at the regional levels. University for Development Studies (UDS) like other such institutions is continuously working to become more regional, international and global in nature resulting in building strong relationships with similar universities and organisations worldwide. UDS looks at enhancing current institutional partnerships and developing new ones with universities, corporate organisations, non-academic and funding bodies, where such partners align with strategic and/or academic priorities of the University.

This regionalisation strategy builds on an existing regional and international tradition and reputation to ensure that UDS is positioned to contribute and succeed now and in the future. As the University develops its activities, strategies are also developed to give access to people from all around the world. This will bring new opportunities and new challenges for the next generations of graduates and academics in this increasingly interdependent world. These opportunities and challenges will increase pressure on human, material and financial resources justifying the need to run UDS in an attractive manner to regional students, staff and organisations to share and use resources more innovatively.

The strategy sets out how UDS intends to deliver on its aspiration of becoming a regional University of first choice in world education. The focus is to make graduates of UDS regional and global assets. This means teaching programmes, doing research and giving students, faculty and staff different learning and living exposures that can make them regionally and internationally relevant.

This Strategy therefore provides a framework as a foundation to build new partnerships as well as strengthen existing ones in the West African, Africa and Global higher education and research platforms. This is to be done by cementing the existing partnerships and connections established through individuals, projects, community engagements, alumni networks, etc. This Strategy will ultimately contribute immensely to achieving increased staff, faculty and student mobility in the Africa region and globally, cultural diversity, research intensiveness, create opportunity for recruitment of high calibre faculty, staff and admission of best students across the region.

Given that the University already has strong regional links, a greater commitment on the use of the experience is required for proactive bigger engagements with the rest of the world. Emphasis is expected to as well be placed on the establishment and strengthening African linkages and partnerships, especially as well as on multilateral opportunities involving regional partners. In its drive for regionalisation, the University seeks opportunities for capacity sharing across its networks

and partnerships including support for short and/or medium-term academic secondment and regional residencies.

In order that there is quality in this process and that the implementation can be measured, a set of indicators are developed to measure the associated activities and these are:

- Number of regional joint papers and publications;
- Faculty, staff and student mobility;
- Student engagement and satisfaction of regional student advisory services;
- Regional student recruitment and increased grant portfolios.

To meet such demands, a strategy of regionalisation has become necessary.

2.0 Mandate of UDS

University for Development Studies is one of the public Universities in Ghana established in May 1992 by PNDC Law 279. UDS was established to provide constructive and meaningful interaction between the community and academia in Ghana and beyond as well as blend its academic programmes with an intensive community-based field practical training programme, called the Third Trimester Field Practical Programme (TTFPP).

The University is multi-campus in design and begun with four (4) separate campuses located in Wa in the Upper West Region, Navrongo in the Upper East Region and Nyankpala and Tamale in the Northern Region. In the 2018/2019 academic year, the Wa and Navrongo campuses were made autonomous universities. The former Wa and Navrongo campuses of the UDS are now called Simon Diedong Dombo University for Business and Integrated Development Studies (SDD-UBIDS) and Clement Kubindewor Tedam University of Technology and Applied Sciences (CKT-UTAS) respectively. The remaining UDS is located on the Tamale and Nyankpala i.e. Tamale Campus, City Campus and Nyankpala campuses with two other newly proposed North and Eastern campuses. The North and Eastern Campuses are to be located at Gbayamni, a suburb of Tamale and Yendi respectively. In 2020, there was a restructuring of the University Campuses, Faculties/Schools, Centres, Directorates and Academic programmes to widen the opportunities for both students, faculty and staff.

3.0 Vision and Mission

The University is envisaged to be a home of world-class pro-poor scholarship. This is reflected in its methodology of teaching, research and outreach programmes. Its mission is to:

- i. Promote equitable and socio-economic transformation of communities through practically oriented, community-based, problem solving, gender-sensitive and interactive research, teaching, learning and outreach activities.
- ii. Provide higher education to persons suitably qualified for and capable of benefiting from it.
- iii. Position itself as a national asset in the facilitation of lifelong learning.

The University is guided by the following core values:

Integrity: We demand the highest standards of ourselves to earn the trust of others.

Loyalty: We will demonstrate a strong resolve to give back selflessly to our University.

Excellence: We will strive to do things better, setting challenging goals and continuously improving and innovating to deliver the best possible outcomes.

Diversity: We value diversity among our students and staff and we will be committed to the establishment of an atmosphere where individuals can get equal opportunities to challenge, self-develop and learn for growth and leadership.

Commitment: We are committed to knowledge generation that positively impacts the lives of those within and outside our university community.

4.0 History of Regionalisation at UDS

For the purpose of this strategy, regionalisation cover activities undertaken by higher education institutions to improve students, faculty and staff preparedness through exchange of curriculum, teaching, learning and research. Though several regionalisation efforts have been implemented from 1993, it was in 2010 that the University established the Directorate of International Relations to work on regionalisation and internationalisation activities. In 2018, the University added Advancement to the name of the Directorate, thus becoming Directorate of International Relations and Advancement (DIRA). It leads in the coordination and establishment of linkages among the University, Faculties/Schools, international/regional/national organisations, agencies, and institutions.

The regionalisation drive of the University also led to the identification, recognition and honouring of important personalities including Dr. Kofi Annan (Former UN Secretary General), H. E. Dr. J. J. Rawlings (Former President of Ghana), H. E. Dr. Olusegun Obasanjo (Former President of the Federal Republic of Nigeria), H. E. Dr. Festus Mogae (Former President of Botswana), H. E. Dr. Joachim Chisano (Former President of Mozambique), H. E. Dr. Hiphikepunye Poamba (Former President of Namibia), H. E. Dr. Benjamin Mkapa (Former President of Tanzania), and H. E. Dr. Pedro Verona Rodrigues-Pires (Former President of Cape Verde). Their recognition was mainly a result of their outstanding contributions to their nations, Africa and humanity in general. The attributes found in the various personalities fit well with the philosophy of the University.

In the past 30 years of existence of the University, it has admitted and has been admitting students from Ghana and the African sub-regions and the rest of the world. The Third Trimester Field Practical Programme (TTFPP); the West African Centre of Excellence for Water, Irrigation and Sustainable Agriculture (WACWISA) and the West African Centre for Sustainable Rural Transformation (WAC-SRT) all have special features that make the University attractive to prospective national and regional students and faculty. The strong Alumni presence globally further positions the University in its regionalisation drive. The University is in partnerships with other universities, faculties and students which have resulted in diverse achievements.

5.0 Current Regional Profile of the University

The University presently has only two (2) staff from the African region and this is as a result of the reduction in the regional staff population due to the conversion of the other campuses of the University into autonomous universities. The University currently has regional student enrolment of 131 from 28 African countries and these include Benin, Botswana, Burundi, Cameroon, Chad, DR Congo, Ethiopia, Gambia, Guinea, Kenya, Liberia, Malawi, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, South Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe.

Also, the University has signed 37 (27 universities/education institutional and 10 research institutions) Memoranda of Understanding (MoUs) in various areas of cooperation and partnerships with regional partners. Out of these partnerships, there has been some students and staff exchanges and well as collaborative research works. Currently there are research collaborations ongoing with institutions in Nigeria, Burkina Faso, Niger, Benin, Cote d'Ivoire, Kenya, Tanzania, etc.

6.0 Stakeholder Engagements and Consultations

In the development of the regionalization strategy the Committee engaged and consulted with some stakeholders within and outside the University after the draft strategy had been produced. This was used as a guide in the engagement of the stakeholders who included:

- Ghanaian Students
- Regional Students
- Staff and Faculty
- University Management
- Existing Regional Partners & Collaborators.

This was done through presentation of the draft strategy using online for the existing regional collaborators and face-to-face meetings/engagements for the on-campus stakeholders. This engagement sharpened the strategy and provided a focus on what is expected of the stakeholders.

The online meetings with regional partners allowed them to provide their ideas and thoughts on what can propel the growth of the University in the area of regional presents.

The views of the stakeholders included the following:

- Narrowing the strategy to have a regional focus.
- Work towards improving upon the regional presence of the University, especially increasing joint research work and publications
- Increase student exchange and mobility regionally
- Start dual degree/diploma programmes

The outcome of the engagements was seen as very insightful and has gone a long way to improve upon the quality and focus of the strategy.

7.0 SWOT to the University's Regionalisation

The uniqueness of UDS lies in its strength as a university with a community outreach programme i.e. TTFPP. UDS is well positioned to attract more regional students as it is the most experienced and oldest public University in the Northern part of Ghana. This therefore can be supported or threatened by the University's Strengths, Weaknesses, Opportunities and Threats (SWOT) as described in the proceeding subsections.

7.1 Strengths

- i. It has about 67 undergraduate programmes and 58 post graduate study programmes in life sciences, medical and health sciences, social sciences, arts, business, etc. The University has also dedicated a Directorate to business development in its quest to prioritize income generating activities and entrepreneurship.
- ii. UDS is the only University that is running a community interface programme that emphasizes students' community or industry immersion and it is called Third Trimester Field Practical Programme (TTFPP). This model of training gives a step-up advantage of its graduates over others in the job market as well as in entrepreneurship.
- iii. Currently has over 150 active partnership agreements with research institutions, industry, university's/academia, etc.
- iv. Highly qualified, skilled, youthful, dynamic and enthusiastic manpower including faculty and staff. The University has dedicated and committed teaching and non-teaching staff with training from local, regional and international universities and institutions. In addition, many of the University's staff and students have also had opportunities to do further training in some of the higher educational institutions as well as mobility programmes that enhance their learning experiences by exposing them to cultural, socio-economic, political, educational and ecological aspects of the participating universities worldwide. Thus, the University has staff with diverse multicultural and cross-cultural competencies to engage regional students, faculty and partners. The university's linkages with the regional community and strong relationships with various foreign missions/embassies therefore make it the choice for regional students, faculty and visiting staff.

7.2 Weaknesses

- i. Weak financial base of the University thus limiting investment in standard and modern infrastructure.
- ii. Difficulties in the recruitment services by the ICT unit of the University for regional students.
- iii. Lack of University dedicated accommodation for regional, faculty and staff and poor physical teaching and learning infrastructure coupled with unattractive environment thus making recruitment of regional faculty, staff and students difficult.
- iv. Challenges in engagement with corporate Ghana, regional organisations, alumni of the University, especially in the regionalisation drive of the University.
- v. Complex management system resulting from the multi-campus system as well as poor communication network on the Campuses.
- vi. Inadequate regional academic and research linkages for faculty, staff and students resulting in low visibility of research output.

7.3 Opportunities

- i. Opportunities exist for the development of innovative bilingual/multilingual programmes to attract foreign students from especially neighbouring countries and across the globe. The University is readily and easily accessible by neighbouring and francophone countries such as Togo, Burkina Faso Niger, Chad, Mali and Ivory Coast and has attracted many in-country and regional students who are studying different programmes.
- ii. A high level of interest amongst young and motivated staff for regional collaborations.
- iii. Strategically located to publicize its programmes to attract students, collaborators and donors from the francophone African countries.
- iv. The University has a large pool of Alumni in strategic positions both within and outside the country and of influence to others. Some of these are prominent personalities and significant political leaders including Honourable John Jinapor (Member of Parliament and Former Deputy Minister of Energy, Ghana), Honourable Salifu Saeed (Former Northern Regional Minister, Ghana) and Honourable Anthony Abaayifa Karbo (Former Member of Parliament and Deputy Minister of Transport, Ghana), Hon. Dr. Hafiz Bin-Salih (Upper West Regional Minister), Professor Felix Kofi Abagale, the First Alumnus Pro-Vice Chancellor, amongst others. These individuals serve as motivation in the marketing drive of the University in its regionalisation drive.
- v. The Northern region and the adjoining regions are also home for many tourist attraction sites such as the Mole National Park which is the biggest National Park in Ghana, the Laribanga Mosque, the oldest mosque in West Africa, the Wechau Hippopotamus Sanctuary in the Upper West Region and the Paga crocodile pond and Pickoro Slave Camp in the Upper East Region. The University is also located in a

multicultural environment, thus providing a unique opportunity and attraction for regional students and visitors to learn about the rich African cultures.

- vi. The University has a very strong sports tradition as it has produced athletes with high repute through competitions in various sports disciplines at national and regional levels.
- vii. Apart from creating opportunities for regional students, the University has implemented initiatives to create an enabling platform for regional faculty, staff and students such as the “UDS International Virtual Visiting Lecturers’ Platform”. This aims to attract regional faculty, staff and students to the University as an aspect of its regionalization drive.

7.4 Threats

- i. Dwindling funding from central government thus limiting infrastructure e.g. student hostels, teaching and learning, laboratory space, campus amenities, etc. on campus and limiting student intake as well as campus experience.
- ii. Challenges with the ICT infrastructure thus leading to unfavourable experience from regional students making the marketing of the programmes regionally limiting.
- iii. Lack of attractive incentives to motivate recruitment and retention of faculty, staff and students in the University as well as strong competition from older public universities.
- iv. Insufficient funding as a threat to the continuous implementation of the TTFPP and institutional development.
- v. The phenomenal growth of tertiary educational institutions and the expansion of out-of-campus programmes in the country pose a great challenge to the University in attracting and retaining experienced staff, and getting more external support

8.0 The UDS Regionalisation Drive

8.1 Strategic Goals

To achieve the University's priority of promoting and enhancing diversity in teaching, research, and outreach globally, UDS shall work on academic priority areas like Health, Medicine, Humanities and Engineering and seeks to work towards the following regionalisation strategic goals:

8.1.1 Goal 1: Enhance teaching and learning within the regional space

The University seeks to leverage on a couple of thematic areas to increase student, faculty and staff mobility and enrolment of foreign students'/staff participation in the Community Relations and Outreach Programmes (DCROP). Furthermore, it will strengthen the existing structures for faculty/student/staff mobility and research exchanges. Short-term courses and public lectures through face-to-face modes as well as digital and virtual platforms will be used. As the University seeks to compete and become recognised regionally and globally, we will initiate and sustain cross-cultural exchanges between north-south and south-south teaching and learning. We will consciously initiate joint or dual postgraduate programmes with regional universities. Table 1 illustrates the specific objectives, activities, responsible units and time frame for this strategic goal.

Table 1: Enhance Teaching and Learning

Objectives	Activities	Responsible Units	Priority Countries	Priority Areas e.g. Teaching, Research, Students Exchanges	Status/ Time Frame	Estimated Budget and Source of Funding	Outputs Indicators	Evaluation Strategy/ Means of verification
1.1 Increase student/faculty /staff mobility	Promote unique university programmes regionally using electronic media, physical tours and participation in educational fairs	DIRA, University Relations & Faculties/Schools	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania	Research and Student Exchanges	2024-2028	US\$ 50,000 and funding is UDS	<ul style="list-style-type: none"> i. Developed and start use of electronic media promotional materials by end of fourth quarter in 2024. ii. 2 physical regional country promotion tours undertaken with Vice-Chancellor, DIRA and Faculty staff every year. iii. Participation in at least 3 educational fairs regionally with promotional materials 	Number of engagements to be undertaken per planned timeline; copies of promotional materials and reports of tours and participation in educational fairs.
	Advertise and admit foreign students to participate in the Third Trimester Field Practical Programme (TTFPP) and home-stay	Registry, DIRA & DCROP	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania	Student Exchanges	2024-2028	US\$ 10,000 and funding is UDS	The number of regional students admitted and participating in TTFPP and homestay programme of the University.	Number of students and their countries participating in community-based practical study programmes of the University.
	Facilitate staff/students application for mobility and research grants	Pro-VC, IIR & DIRA	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania	Research and Student Exchanges	2024-2025	US\$ 10,000 and funding is UDS	At least one staff and student from each faculty applying and winning a regional mobility or research grant/ programme.	17 staff and 17 students undertaking regional mobility programmes annually
	Supervise and monitor students on mobility, TTFPP and home-stay	DIRA, DCROP & Centers of Excellence (CoEs)	Burkina Faso, Togo, Benin, Kenya, Rwanda, Uganda	Research and Student Exchanges	2024-2028	US\$ 10,000 and funding is UDS	DIRA, DCROP and CoEs actively participating in student activities related to community-based programmes such as TTFPP and homestay.	At least 2 supervision monitoring undertake every year.
	Encourage staff to write for grants, mobility, and liaise with partners for home-stay programmes	Pro-VC, IIR, DIRA & Faculties/Schools	Burkina Faso, Togo, Benin, Rwanda,	Staff and Student Exchanges	2024-2028	US\$ 10,000 and funding is UDS	The number of grants application submitted as University or joint regional submissions for funding for regional mobility of faculty and students	Number of mobility grants submitted and number of grants won and being implemented annually.
	Link staff to regional conference grants	Pro-VC, IIR, DIRA & Faculties/Schools	All African Countries	Research	2024-2028	US\$ 10,000 and funding is UDS	Promotion of regional conferences for faculty and student participation.	Number of regional conferences

								participated in annually by faculty and students.	
	Provide funds to staff for research and conference participation	Pro-VC, CoEs & Faculties/Schools	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania	Research	2024-2028	US\$ 50,000 and funding is UDS	Funding made available for staff participation in regional research and conference participation for visibility.	Number of regional conferences supported by university funding annually	
1.2	Initiate and sustain cross cultural exchanges	Organize annual cross-cultural events among faculty/students/ staff of the university	DIRA, Foreign Language Center (FLC) & Faculty of Communication and Media Studies (FCCS)	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania, Niger, Chad, Gambia, Malawi	Research	2024-2025	US\$ 50,000 and funding is UDS	Form a committee in-charge of organization of annual cultural festivals in the university. Organise one cross-cultural event for students and staff of the University to exhibit their culture.	Reports, videos and pictures of cultural festivals organised.
		Facilitate regional students visit to their respective Embassies in the country	DIRA, University Relations & Accra Office	All African Countries	-	2024-2025	US\$ 20,000 and funding is UDS & Embassies	Establish foreign student linkages with their embassies and facilitate their interaction and visits to the embassies and university campus.	Number of linkages established per embassy annually and number of visits from embassies and students.
1.3	Design and implement short courses to enhance core competencies	Introduce courses of high regional demand	CoEs, DAPQA & Faculties/Schools	All African Countries	Teaching	2024-2025	US\$ 10,000 and funding is UDS	Courses introduced by Departments and regionally attractive to students.	Number of regional attractive courses of high demand introduced.
		Enhance digitilisation and promote virtual participation in courses and engagements	ICT, DIRA, CoEs & Faculties/Schools	Burkina Faso, Togo, Benin, Kenya, Rwanda, Tanzania	Teaching	2024-2025	US\$ 10,000 and funding is UDS	Build a robust and resilient digital system across the campuses and faculties to support the promotion of virtual teaching and learning.	Number of digital systems developed and functioning annual.
		Continue with public lectures on contemporary issues by distinguished personalities to draw attention to the University	VC & DIRA	All African Countries	Exchanges	2024-2025	US\$ 50,000 and funding is UDS & Partners		
1.4	Joint postgraduate programmes	Implement processes to collaborate with regional universities with interest in our priority areas.	DIRA, Faculties/Schools & CoEs	All African Countries	Teaching, Research and Staff and Student Exchanges	2024-2025	US\$ 50,000 and funding is UDS & funding agencies	Initiate and start the running of joint or dual degree study programmes with regional universities.	Number of joint or dual degree programmes initiate and running efficiently annually between the University and other universities regionally.

1.5 Promote Faculty/School interdisciplinary seminar series	Increase regional participation using virtual platforms	Faculties/Schools	All African Countries	Teaching and Research	2024-2025	US\$ 10,000 and funding is UDS	Short courses, conferences and teaching avenues available and students and staff have participated.	Number of virtual programmes that staff and students have participated in annually.
	Encourage staff to use the UDS Virtual Professors Platform	DIRA & Faculties/Schools	All African Countries	Teaching and Research	2024-2025	US\$ 10,000 and funding is UDS	Number of visiting lecturers using the Virtual Professors Platform for teaching and presentation of seminars or symposia.	Number of visiting lectures, seminars, symposia etc that have been used annually by Virtual Professors.
Total						360,000		

8.1.2 Goal 2: Increase Regional Research and Grants Portfolio

For this goal, the university will strengthen and reposition research and grant units of the University. UDS will implement simple and impactful means of creating visibility through joint research and regionally co-authored publications. We will also create a platform to enhance regional postdoctoral training between north-south and south-south partnerships.

Table 2: Increase Regional Research and Grants Portfolio

Objectives	Activities	Responsible Units	Priority Areas e.g. Teaching, Research, Students Exchanges	Status/Time Frame	Estimated Budget and Source of Funding	Expected Output	Evaluation Strategy/ Means of verification
2.1 Strengthen and reposition research and grants units	Enhance the responsibilities of IIR, DIRA and CoEs	VC	Teaching, Research and Exchanges (Staff and Students)	2024-2025	US\$ 5,000 and funding is UDS	Job descriptions and responsibilities developed and adopted by responsible officers.	A job description and responsibilities manual developed and functioning.
	Organize courses for new and existing university staff on grants application.	IIR	Research and Exchanges	2024-2025	US\$ 8,000 and funding is UDS	Organise training course and refresher course for new and existing university staff on grants.	Number of new training and refresher courses organised in a year and training reports.
	Consolidate grants management, implementation and monitoring	IIR		2024-2025	US\$ 2,000 and funding is UDS	Capacity of IIR enhanced to coordinate the University grants system.	Amount of grants managed by IIR; grants monitoring reports
	Create a grants and research repository for staff accessibility	IIR, Library & ICT	Teaching, Research and Exchanges (Staff and Students)	2024-2025	US\$ 5,000 and funding is UDS	Developed and functioning research and grants repository.	Assess the availability and functionality of a research and grants repository; usage of the repository.
2.2 Participate in joint application for grant calls relevant to regionalisation	Disseminate information on subscribed funding sources	Library, IIR & DIRA	Teaching and Research	2024-2025	US\$ 2,000 and	Circulate information to staff and students	Assess the level of knowledge of staff and students on

					funding is UDS	on available funding for research, travel grants, etc.	available funding sources; volume of information disseminated.
	Identify relevant universities ready to collaborate in the sub-region responding to grant calls	DIRA, IIR & Faculties/Schools	Teaching and Research	2024-2028	US\$ 5,000 and funding is UDS	MoUs signed with universities from the sub-region and globally for grantsmanship and grants proposals developed.	Number of MoUs signed and staff responding to regional calls for proposals.
	Identify faculty interested to take part in the proposal preparation with regional partners	VC, DIRA, IIR, Faculties/Schools & Grantees	Research and Exchanges (staff and students)	2024-2028	US\$ 1,000 and funding is UDS	Proposals prepared and submitted for funding	Number of proposals developed and submitted by interested faculty.
2.3 Recognise and support grantees	Give grantees the needed support to implement grants	VC, Registry and Finance Directorate	Teaching, Research and Exchanges	2024-2025	US\$ 20,000 and funding is UDS	Support systems available for grantees of funding extended to faculty and students for smooth grant implementation.	Types and number of support extended to grantees annually.
	Award points to grantees in university promotion	VC & Pro-VC	Teaching, Research and Exchanges	2024-2028	US\$ 1,000 and funding is UDS	Redevelop the university promotion form to include grants and funding.	A new appointment and promotion form developed and in use.
2.4 Increase regional research collaboration	Joint response to research grant calls	Faculties/Schools & Partners, IIR, & DIRA	Research and Exchanges (staff and students)	2024-2028	US\$ 2,000 and funding is UDS	Inter-faculty and department joint grant applications.	Number of inter-faculty and department grant applications submitted annually.
	Promote writing of co-authored publications through write-shops for	Faculties/Schools & Partners	Teaching and Research	2024-2025	US\$ 15,000 and funding is	Write-shops organised for faculty and	Annual number of write-shops and co-authored

		faculty and Graduate students				UDS and donor support	graduate students and co-authored publications produced.	publications; write-shops reports and publications reports.
2.5 Enhance research	advanced	Promote strong and continuous mentor-mentee relationship	IIR, Faculties/Schools & CoEs	Research	2024-2028	US\$ 2,000 and funding is UDS	Formalized mentorship relationship established and functioning.	Number of mentorship relationships established and functioning.
Total						67,000		

8.1.3 Goal 3: Increase Regional Students' Enrolment

The University seeks to increase the current enrolment to improve diversity and the multicultural outlook. Over the years, it has created opportunities and platforms to enhance co-existence and cultural tolerance in an attempt to attract regional students.

Table 3: Increase Regional Students Enrolment

Objectives	Activities	Responsible units	Priority Countries	Priority Areas e.g. Teaching, Research, Exchanges (staff and students)	Status/Time Frame	Estimated Budget and Source of Funding	Expected Output	Evaluation Strategy/ Means of verification
3.1 Increase enrolment of regional students	Organize regional open day programmes	DIRA/Schools/ Faculties	All West African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 10,000 and funding is UDS	Regional open day programmes initiated and organised as a university-wide programme.	Number of regional open days organised; reports of open days; pictures/videos of open days
	Provide a cost-free application platform for regional students.	VC, DIRA, ICT	All African Countries	Student Exchanges	2024-2025	US\$ 10,000 and funding is UDS	Designed and launch of a cost-free online student application system for regional students.	Availability and functioning cost-free online student application system for regional students.

Participate in fairs for promotion of University activities on regional scale.	VC, DIRA & University Relations	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 15,000 and funding is UDS	Fairs and promotional activities carried out by university staff.	Assess the number of fairs and promotional programmes participated in by the University.
Leverage on Vice Chancellors Ghana (VCG) overseas office to market academic programmes in the university	VC & DIRA	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 2,000 and funding is UDS	Strengthened linkages with VCG overseas office for marketing of University and University study programmes.	Evidence of use of VCG overseas office for regional recruitments of students and faculty.
Advertise programmes in Higher Education brochures and bulletins for visibility	Registry, DIRA & University Relations	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 5,000 and funding is UDS	Programmes advertised in higher education materials and bulletins.	Number of outlets and study programmes advertised in higher education bulletins.
Provide information on university programmes to Embassies and Consulates for potential regional applicants	DIRA & University Relations	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 8,000 and funding is UDS & Embassies	Established linkages with the information bureau of embassies and consulates for the promotion of university study programmes and activities.	Number of established and functioning linkages with embassies and consulates on study programmes and university activities.
Regular updates of the university digital platforms	ICT	-	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 3,000 and funding is UDS	Well-functioning university digital platforms receiving regular updates.	Number of updates available on digital platforms in a quarter.

	Conduct baseline survey to determine what will attract regional students	IIR	All West African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 5,000 and funding is UDS	A baseline report produced.	A baseline report containing the needed information.
3.2 Support regional students	Create a regional students desk	DIRA	-	-	2024-2025	US\$ 2,000 and funding is UDS	An established and functioning students desk on all campuses to promote welfare of regional students.	Number of functioning regional students desks established; reports of the level of interaction of the desk and students.
	Establish a 24/7 hour dedicated service line and email address to respond to enquiries of potential applicants and current students	DIRA	-	-	2024-2028	US\$ 1,000 and funding is UDS	An established communication service system with functioning telephone and email system to respond to enquiries from potential students.	Assess the number of emails and phone calls received and responded to by staff responsible for this service and its impact.
	Address campus amenities and academic issues of students promptly	Registry, Dean of Students, University Relations & DIRA	-	-	2024-2028	US\$ 2,000 and funding is UDS	Improved campus amenities and academics of students and availability of a functioning response system	Assess the quality and functionality of campus amenities and academic services.
	Provide counselling services on all campuses	Counselling Unit	-	-	2024-2028	US\$ 5,000 and funding is UDS	Well established points on campuses for	Number of available points on campuses for provision of counselling services.

							provision of counselling services.	
	Publish students guide	DIRA & University Relations	-	-	2024-2025	US\$ 4,000 and funding is UDS	A published campus guide and study programme guide for students and potential students use.	Number of students information guides developed and survey reports of usability of these guides.
	Designate a hostel for regional students	VC	-	-	2024-2025	US\$ 2,000 and funding is UDS	Regional students hostel for use on all campuses constructed.	Number of regional students hostel constructed and levels of occupancy.
3.3	Establish a language center	VC, Registry, DIRA & FCCS	-	-	2024-2025	US\$ 25,000 and funding is UDS & Donor funding	An Regional Language Centre established and resourced with personnel and materials and functioning.	A report on how the RLC is resourced and its functionality.
	Train some administrative staff on regional language fluency to adequately respond to enquiries of students and staff	FCCS	-	-	2024-2025	US\$ 3,000 and funding is UDS	Faculty and staff trained in fluency of some regional languages	Number of faculty and staff trained in the use of regional languages to enhance communication; training reports and pictures.
3.4	Facilitate transdisciplinary workshops and programmes	DIRA, DAPQA & Faculties/Schools	All West African Countries	Research and Exchanges (staff and students)	2024-2025	US\$ 5,000 and funding is UDS	Study programmes and other programmes developed to promote cooperation	Number of study programmes and other programmes developed

							and cross-cultural exchanges or learning	
3.5 Increase in postgraduate students participation in regional students conferences	Encourage postgraduate students to participate in regional conferences	Faculties/Schools	All African Countries	Research and Exchanges (staff and students)	2024-2025	US\$ 50,000 and funding is UDS and donor funding	Conference programmes and support systems for the facilitation of the participation of graduate students developed.	Number of conference programmes and support systems developed.
Total						157,000		

8.1.4 Goal 4: Strengthen Collaborations and Partnerships

Since the establishment of the University in 1992, the University in its regional has so far signed 37 (27 universities/education institutional and 10 research institutions) Memoranda of Understanding (MoUs) in various areas of cooperation and partnerships in the region. The current regionalization drive calls for conscious effort of consolidating existing MoUs and exploring new partnership opportunities to enhance teaching, research and outreach. The University continues to explore new partnership opportunities for North-South and South-South cooperation.

Table 4: Strengthen Collaborations and Partnerships

Objectives	Activities	Responsible Units	Priority Countries	Priority Areas e.g. Teaching, Research, Exchanges (staff and students)	Status/Time Frame	Estimated Budget and Source of Funding	Expected Output	Evaluation Strategy/ Means of verification
4.1 Deepen existing collaborations and partnerships for mutual benefits and growth	Maintain active communication with existing partner institutions	VC, DIRA, IIR & Faculties/Schools	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 2,000 and funding is UDS	Collaborative agreements signed and working	Number of collaborative agreements signed and working.
	Provide information on areas of cooperation to staff and students	DIRA & IIR	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 1,000 and funding is UDS	Partnerships between the university and partners published.	Number of partnerships reports published.
4.2 Explore new collaborations and partnerships	Identify and establish new partnership opportunities	DIRA & Faculties/Schools	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 5,000 and funding is UDS	New partnership opportunities identified and established	Number of new partnerships identified and established annually
	Sign up to existing and emerging regional University portals for potential partnership opportunities	DIRA, Faculties/Schools & Library	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 3,000 and funding is UDS	Regional portals on partnership opportunities and renewal of existing ones signed	Number of regional portals on partnership opportunities and renewal of existing ones signed

	Collaborate with existing Centers of Excellence	CoEs & Faculties/Schools	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 5,000 and funding is UDS and donor funding	Collaborative partnerships established with CoEs	Number of collaborative partnerships established with CoEs	
4.3	Strengthen partnerships with corporate bodies and non-academic organisations on the University's strategic and/or academic priority	Explore partnership opportunities with industry and corporate bodies	DIRA, IIR, University Relations & Faculties/Schools	-	Teaching, Research and Exchanges (staff and students)	2024-2028	US\$ 10,000 and funding is UDS	MoUs on partnership opportunities in industry and corporate bodies signed to enhance student training and strengthen industry-academia linkages	Number of industry and corporate bodies partnerships signed and active
Total						26,000			

8.1.5 Goal 5: Communicate and Coordinate Regionalisation Activities

For the purpose of transparency and accountability, the University will prioritize effective communication and coordination to ensure that regionalisation measures are well understood and patronized by staff and students. This will be delivered by improving the internal communications, and enhance coordination among schools/faculties, directorates, units and staff of the University.

Table 5: Communicate and Coordinate Regionalisation Activities

Objectives	Activities	Responsible units	Priority Countries	Priority Areas e.g. Teaching, Research, Exchanges (staff and students)	Status/Time Frame	Estimated Budget and Source of Funding	Expected Output	Evaluation Strategy/ Means of verification	
5.1	Improve internal communication about university regional activities and opportunities	Provide biennial electronic newsletters with local and regional dissemination focus	University Relations	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 5,000 and funding is UDS	A biennial and electronic newsletter established, launch and functioning with a readership of	Links to electronic newsletter, evidence of launch including pictures and number of

							local and regional focus	issues available.
5.2 Enhance coordination among centers, units and schools/faculties	Report annually on all engagements at regional the levels	DIRA	All African Countries	Teaching, Research and Exchanges (staff and students)	2024-2025	US\$ 7,000 and funding is UDS	An annual report containing the university's engagements at the regional levels launched	Copy of the annual report and evidence of launch of report including pictures/launch report
5.3 Improve regular communication with collaborators and partners	Establish multiple channels of communication	Faculties/Schools, CoEs, Directorates and Institutes	-	-	2024-2025	US\$ 2,000 and funding is UDS	Functioning channels of communication in the university across multiple stakeholders established	Number of communication channels established, resourced and functioning
Total						14,000		
Grant Total						624,000		

9.0 Implementation Plan/Strategy

To achieve the aims and objectives of this strategy, a multi-layered approach comprising a combination of capacity building, provision of infrastructure, branding and change in attitudes will be employed. These will be done in the short-, medium- and long-term considering resource availability especially. These will include:

- a. The provision of the needed resources by the University shall be done with the objective of chalking the needed success in the planned time.
- b. All units of the University shall be empowered with the needed resources including dedicated staff necessary for implementation.
- c. Improvement in the intractability and the population of more information into a functional University website containing information on Faculties/Schools, Faculty, Staff, study programmes, students accommodation and social amenities, teaching and learning facilities, etc. Efforts will be made to make the website a multi-language site to allow easy access for collaborations and partnerships.
- d. Standard accommodation facilities shall be provided to visiting faculty on campuses to strengthen ties of collaborators and partners.
- e. The Vice-Chancellor, Registrar and Director of International Relations and Advancement shall undertake trips across the African region in a student recruitment drive and also to establish new partnerships as well as cement existing relations.
- f. There will be a conscious effort to increase the University visibility and ranking continentally in an effort to make UDS a regional hub of excellence in higher education. This will be done by adopting multiple strategies to attract more funding, research outputs in terms of joint publications, and the use of social media handles for global visibility.
- g. The implementation of this strategy shall be coordinated by the Directorate of International Relations and Advancement and working directly with the office of the Pro-Vice-Chancellor and the Registrar. All Directorates, Faculties, Schools and Centres which are required to play key roles shall be on-board with active participation to achieve the set goals.

10.0 Monitoring and Evaluation

Monitoring and evaluation of the Regionalisation Strategy shall be undertaken on annual basis and mid-term of implementation by the Institute of Interdisciplinary Research (IIR) of the University jointly with the Regionalisation Committee in collaboration with the Pro-Vice-Chancellor's office. This shall be done with the use of the established indicators and responsible individuals and units. The report on monitoring and evaluation shall be presented to the Vice-Chancellor based on the tracked indicators evaluated. Reviews and suggestions for improvement shall accompany the monitoring and evaluation report.

11.0 Conclusion

The need to expand and collaborate has been the driving force for this strategy. Regionalisation is beyond collaborations and coordination as it also involves the convergence of policies and programmes which demand stronger and more strategic links with regional partners and collaborators and others from around the globe. Our vision is that we will be a leading regional institution, enhanced by high-value partnerships that will lead to the creation, dissemination and application of knowledge for impact. It is designed to permeate our academic endeavours, communities and our operations, reinforce current partnerships and establish and coordinate the future work of UDS and its visibility.

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Our Ref:..... UDS/VC/3/24

Your Ref:.....

OFFICE OF THE VICE-CHANCELLOR

March 28, 2024
Date:.....

The Project Manager
ACE Impact Project
Association of African Universities
Accra, Ghana

Dear Madam,

COMPLETION AND APPROVAL OF UNIVERSITY REGIONAL STRATEGY

I bring you greetings from the University for Development Studies (UDS), Tamale, and write to bring to your attention the completion and approval of the Regional Strategy of the University. This was after a seven (7) member Committee was put together by the University and facilitated by the West African Centre for Water, Irrigation and Sustainable Agriculture (WACWISA).

The Committee received and worked with inputs from various stakeholders within and outside the University and finally produced a comprehensive strategy which will guide the activities of the University in the African Region. This strategy will serve as an immersion tool of the University and the developmental stakeholders especially universities and research institutions in the African region.

With the approval of the Regional Strategy, we commit to our continued collaboration for excellence especially working with you in the regard.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Seidu Al-hassan', is written over a white background.

Prof. Seidu Al-hassan
Vice-Chancellor