



**UNIVERSITY
OF GHANA**

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STRATEGY FOR INTERNATIONALISATION





High-level consultative meeting on UG internationalisation strategy



EXECUTIVE SUMMARY

The University of Ghana (UG) Internationalisation Strategy Development Committee was constituted by the Vice-Chancellor to develop an internationalisation strategy for the University. The 21-page report is intended to be a living document that will guide and advance UG's global engagement efforts. The strategy has been developed through a comprehensive internal stakeholder consultative process, a review of relevant documents, collection of data via surveys and a high-level consultative workshop.

The University seeks to among others, harness and promote strategic partnerships, attract global talent, train the next generation of global citizens and position the University as a leading African university for global thought leadership, research and action for sustainable socio-economic impact.

The report begins with a brief overview of UG's history and a summary of the UG efforts at internationalisation since the establishment of the University. In Section 2 of the report, the vision and mission for internationalisation are stated. The principles of engagement are outlined in Section 3 and goals for internationalisation are described in Section 4. The core of the report is Section 5 which comprises nine strategic priorities, the objectives and key action points of UG's strategy for internationalisation. The strategic

priorities that will drive UG's institutional-wide internationalisation efforts over the next decade are as follows:

- Build Strategic Equitable Partnership
- Promote Internationalisation of Curriculum and Pedagogy
- Forge Stronger International Links for Research, Innovation and Enterprise
- Strengthen the International Student Recruitment Strategy
- Create Memorable Campus Experiences
- Promote Staff and Student Academic Mobility
- Develop an International Staff Recruitment Strategy
- Promote Multilingualism
- Build Stronger Institutional Reputation and International Visibility

Key enabling factors that are expected to accelerate internationalisation at UG are presented in Section 6 together with actions needed to bridge the gaps in the enablers.

In the conclusion, proposals are made for the short and medium terms. An implementation committee to drive the strategy is recommended. The success of the strategy will require an unwavering commitment from the leadership and all stakeholders of the University.



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1.0

INTRODUCTION

The University of Ghana's International History

The University College of the Gold Coast which later became University of Ghana (UG) was established in 1948 as an international university. Although its students were Ghanaian, its faculty members were primarily British coming from institutions such as the University of London, Oxford University and Cambridge University. In the early post-independence years, the foreign student population was often comprised of refugees or occasionally children of diplomats resident in Ghana.

Over the years, both the student and staff population have become far more diverse with individuals from different parts of the globe. Short term enrolment options as well as visiting faculty positions have made this diversity possible. In 1997, an International Programmes Office was set up to promote and coordinate all

UG's international programmes. The University has to date entered into about 530 international partnership agreements and collaborations involving 500 institutions in 70 countries across the globe. Additionally, UG has collaborated with partners on study abroad and international exchange programmes to facilitate student and staff academic mobility for decades. These include the Council on International Educational Exchange (CIEE), International Student Exchange Programme (ISEP), Missouri Africa Programme (MAP), SUNY@ Brockport, University Studies Abroad Consortium (USAC), New York University (NYU), University of California Exchange Abroad Programme (UCEAP), California State University (CSU), Tufts University resulting in hundreds of students being exposed to cross-cultural experiences and professional development. These partnerships help the University to benefit fully from internationalisation



by creating an intellectual environment where faculty and students from around the world gather to connect, debate, and learn from each other in a respectful manner.

In addition to our diverse population and partnerships, the curriculum at the University has also been diversified beyond the focus on Western scholarship, as was the case in the early years. In the last two decades, in addition to the Institute of African Studies founded in 1963, Centres for Asian Studies, Latin American Studies and European Studies as well as a Confucius Institute have been established. These institutions provide a range of programmes and activities at the University that expose students to non-Western scholarship. The Departments of French and Modern Languages introduce students to a range of languages and cultures such as Kiswahili, Arabic, French, Russian, Spanish and Chinese beyond English and the numerous Ghanaian languages that most of the University population speak.

The university's regionalisation drive has been growing progressively. The establishment of targeted regional initiatives in teaching and learning began two and a half decades after the University was set up. In 1972, the Regional Institute of Population Studies (RIPS) was established. Since then, other regionalisation initiatives have been introduced including the African Economic Research Consortium (AERC) which has run a collaborative Masters and PhD in Economics designed to provide its graduates from across the continent with both international and deep-seated knowledge of African economies. At the University of Ghana, the Economic Policy Management Programme sponsored by the African Capacity Building Foundation (ACBF) has also offered postgraduate training to citizens in Anglophone West Africa with the requisite experience in economic policy. Furthermore, with the support of the Partnership for African Social and Governance Research (PASGR), a collaborative Master of Research and Public Policy programme was designed with faculty members from sixteen universities in nine countries across the subregion. Since 2014, the Master of Research and Public Policy programme has been offered in a number

of universities across the subregion, including the University of Ghana. Other regional initiatives that promote scholarship in Africa include the African Regional Postgraduate Programme in Insect Science (ARPPIS), the African Research Universities Alliance (ARUA) and the UG Pan-African Doctoral Academy (PADA).

In 2014, efforts aimed at supporting regional specialisation in specific fields among participating universities in Africa resulted in the creation of the Africa Higher Education Centres of Excellence (ACE) Project. This is a World Bank sponsored initiative designed to grow postgraduate programmes in Science, Technology, Engineering, Mathematics, Environment, Agriculture, Applied Social Science/ Education and Health. As at 2022, across the continent, 43 ACEs have been established. At the University of Ghana, there are three of such Centres: the West African Centre for Cell Biology of Infectious Pathogens (WACCBIP), the West African Centre for Crop Improvement (WACCI) and the West African Genetic Medicine Centre (WAGMC). Together, they have trained hundreds of postgraduate students from over twenty countries in Africa.

To improve our international competitiveness as a university, it is imperative that we strengthen and expand our international links beyond the diverse student/staff population, curriculum, language options and regional initiatives. Mindful of this as a university, a ten-year strategic plan was developed in 2014 to better position ourselves as we pursue our internationalisation drive. The University's commitment to internationalisation was also enhanced in 2015 by the engagement of the Internationalisation Strategies Advisory Services, a member service of the International Association of Universities.

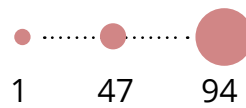
In furtherance of our commitment towards deepening internationalisation, this strategic document has been developed to outline our broad goals and strategic priorities that will serve as the fulcrum around which our internationalisation efforts will rest, along with the key action points to carry out our goals.



Geographical Impression Of UG International Partners



Number of Partnerships



2.0

OUR VISION AND MISSION FOR INTERNATIONALISATION

2.1 Vision

To become the institution of choice in Africa for international partnerships to drive cutting-edge research, teaching and knowledge dissemination.

2.2 Mission

To promote University of Ghana's global impact through diversity, inclusion, enhanced research capacity, scholarship and educational programmes, and deepening the international exposure of our staff and students.





3.0

PRINCIPLES OF ENGAGEMENT

We shall engage with the world in a way that promotes human development in a progressive and mutually beneficial manner. Our core values translated into value statements will guide us to achieve our vision and mission for internationalisation.

These are:

3.1 Integrity

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

3.2 Diversity and inclusiveness

We embrace varied perspectives and provide equal opportunities for all.

3.3 Equity in partnerships

We demonstrate and demand fairness and impartiality in our relationships.



4.0

OUR GOALS FOR INTERNATIONALISATION

If the University of Ghana is to remain a leading university on the African continent, our aspirations must include engagement of strategic partners globally to accelerate our internationalisation agenda.

Working with strategic local and international partners, we will:

1. Harness and promote strategic international partnerships and valuable collaborations between UG and institutions across the world.
2. Advance and sustain UG's mission to educate the next generation of global citizens.
3. Stimulate and facilitate faculty, staff and student research on global challenges.
4. Attract global talent and increase the proportion of international students and staff from Africa and beyond who would benefit from our serene academic environment.
5. Position UG as a leading African institution for global thought leadership, research and action for sustainable socio-economic impact.



5.0

STRATEGIC PRIORITIES

5.1 Build Strategic Equitable Partnerships

5.1.1 Preamble

Strategic partnerships provide institutions with a wider pool of resources, knowledge and experience. Along with research opportunities and cross-cultural awareness, partnerships including study abroad programmes and staff exchanges provide opportunities for students and staff to grow intellectually. It is in this light that the University of Ghana, riding on the back of its strong brand, considers partnerships as the heart of its internationalisation strategy.

5.1.2 Our Objective

To engage with institutions in Africa and across the globe to build strategic, equitable and sustainable partnerships that would attract a more diverse student body and promote staff and student mobility as well as enhance our capacity for cutting-edge research, teaching and learning.

5.1.3 Key Actions

Review existing partnerships for their effectiveness with regard to defined objectives and targets.

Develop and publicise clear processes for new agreements, memoranda of understanding and their assessment procedures.

Foster regionalisation and south-south cooperation through developing a clear and specific regional strategy, to expand partnerships with institutions in Africa and the Global South.

Map out key areas for prioritisation for an engagement agenda.

Engage institutions in Africa and across the globe that would enhance our capacity to develop in the areas identified in the mapping out exercise while offering mentorship opportunities.

Promote and maintain strong links with key external stakeholders that promote and fund international knowledge transfer.



5.2 Promote Internationalisation of Curriculum and Pedagogy

5.2.1 Preamble

Over the years, the University of Ghana has endeavoured to introduce students to the wide array of scholarship produced by both Western and non-Western thinkers including Ghanaian and African scholars. Offering a more comprehensive curricula and pedagogical experience is even more imperative given the emergence of advanced technologies resulting in “open universities” where students and staff can source knowledge globally. Thus, UG and its stakeholders are encouraged to be adaptable to these changes. In addition, recent experiences of COVID-19 globally suggest that UG must embrace and consider uncertainties in its teaching and learning environment to ensure sustainability.

5.2.2 Our Objective

To train locally grounded, globally competent students who can be internationally mobile for both educational and work purposes.

5.2.3 Key Actions

Develop programmes grounded in our indigenous experience that reflects and responds to diverse and emerging global issues.

Expand international content in UG curriculum to include outcomes of research done by the Centres for Asian Studies, Latin American Studies and European Studies.

Equip academics with excellent pedagogical skills and modern infrastructure to deliver world-class education that meets the needs of graduates in a global society.

Provide students with access to scholarly material written by both Western and non-Western thinkers.

Encourage faculty to create webinars for students' use.

Develop assessment tools that reflect international best practice.

Increase the number of internationally accredited programmes.

Promote joint/dual degree programmes and Collaborative Online International Learning (COIL) programmes with partner institutions that support mutual student learning outcomes.



5.3 Forge Stronger International Links for Research, Innovation and Enterprise

5.3.1 Preamble

Research plays a critical role in socio-economic development and is a key strategic priority in the University of Ghana. We seek to create a vibrant intellectual climate that stimulates relevant cutting-edge research and community engagement to address national development needs and global challenges. We will ensure that our greatest efforts are committed to international links that will contribute not only to our research output, but also to the quality and impact of our research.

5.3.2 Our Objective

To seek collaborations that link research, innovation and enterprise together, exploring and leveraging on their synergies to build capacity as well as address grand challenges.

5.3.3 Key Actions

Review existing high-level research partnerships and document how impactful they have been in addressing broader questions around grand societal challenges.

Establish research niches by continually engaging in an institution-wide consultation process to analyse and set priority areas of research as a way of strengthening the University's research agenda.

Develop platforms to facilitate linkages among locally based principal investigators and universities globally on the basis of the framework for prioritization.

Identify key global networks at the cutting edge of research for partnerships to attract talent to the University of Ghana for collaborations.

Expand capacity building training of staff on grantsmanship and research leadership.

Encourage recognition of international engagement, collaborative research and international co-authorship in faculty promotion and tenure considerations.

Promote patenting of inventions arising from our research and increase the use of our intellectual property worldwide.

Promote collaborations with industry partners that help transform our ideas and practices into new technologies and innovations.



5.4 Strengthen the International Student Recruitment Strategy

5.4.1 Preamble

Enrolment of international students promotes a diverse campus environment which enhances cultural experiences at universities while creating income-generating opportunities necessary for growth and development potentially leading to sustained progress and positively impacting rankings in international league tables. Like most universities globally, UG has been facing stiff competition in the international student market over the years, making its 10% international enrolment target an arduous task.

5.4.2 Our Objective

To attract global talent and increase the proportion of international students from Africa and beyond and offer them a holistic learning experience that combines diverse methods of teaching, learning, research, and extra curricula activities in the serene environment of our campus.

5.4.3 Key Actions

Review our international students' recruitment strategy with a focus on regionalisation and streamline the recruitment and admissions processes for all undergraduate and postgraduate students.

Ensure a multilingual, user-friendly and up-to-date website, ensuring that it is re-purposed from being intranet focused to becoming a marketing tool that is targeted at attracting a wider section of external stakeholders.

Expand and ensure effective recruitment agents or facilitators through developing a clear strategy, including due diligence and an understanding of the returns on investment in agents.

Create a regionally competitive and Pan-African fee structure to attract more international students from Africa.

Promote online and virtual learning offers to our prospective international students, especially at the graduate level through a comprehensive distance education programme. This is to ensure that UG increasingly moves towards providing education at the doorstep of international students.



5.5 Create memorable campus experiences

5.5.1 Preamble

The use of testimonials from current and past international students is a solid social proof, and probably the number one marketing tool to drive international student enrolment. Therefore, offering a lasting positive memory of campus experience of our existing and inbound students will be the center of our recruitment strategy.

5.5.2 Our Objective

To promote global best practices in the provision of student services and campus experience.

5.5.3 Key Actions

Promote regular international orientation that seeks to create internationalisation awareness in the minds of the University community and give international students the opportunity to get settled faster on campus and feel welcomed.

Develop an International Mentorship Programme (IMP) designed to ensure that new international students can easily adjust and immerse into the cultural, social and academic life at UG.

Promote an academic and hospitable environment that induces productive intellectual exchange, creativity, symmetrical and collective pursuit of knowledge.

Improve learning and living environments for students.

Offer platforms of engagement that encourage students to voice their concerns.

Create structures to protect international students from the effects of industrial strikes that affect their programmes of study and lived experiences.



5.6 Promote Staff and Student Mobility

5.6.1 Preamble

Academic mobility remains a powerful internationalisation strategy in universities worldwide. This is because, it does not only give the institution of origin a global footprint, but also makes it possible for the institution to embark on international exchange programmes that are important for the participant's personal and professional development. It is against this backdrop that the University of Ghana seeks to encourage mutually beneficial arrangements that support movement of staff and students across national borders.

5.6.2 Our Objective

To foster the intercultural competencies of students and staff through international and intercultural experiences.

5.6.3 Key Actions

Develop a detailed roadmap to increase student study abroad and staff exchange programme opportunities.

Provide the UG community with opportunities to interact with local communities and organisations that have origins in different parts of the world.

Create an equilibrium with regard to incoming and outgoing mobility.

Develop systems for easier credit transfer and qualification recognition frameworks.

Promote virtual academic mobility experiences.

Establish a funding scheme to support outbound student academic mobility

Incorporate student and faculty cross-border research collaboration, experiential and service learning, and international and virtual internships in the development of programmes.

Promote International Programme and Provider Mobility (IPPM), through the establishment of international branch campuses



5.7 Develop an International Staff Recruitment Strategy

5.7.1 Preamble

The quest by many universities throughout the world to increase the number of international academic and non-academic staff largely stems from the fact that they bring new perspectives, knowledge, experience, research ideas, and skills from the global academic environment to the local one. The world-class research-intensive vision of the University necessitates the attraction of world-class international academic and non-academic staff, who in addition to spearheading the internationalisation strategies of the University, can contribute significantly to its global ranking. However, the ability of UG to attract and retain international staff in the face of global competition for such highly skilled personnel is dependent on coherent and comprehensive policies and strategies.

5.7.2 Our Objective To make UG a competitive employer of international faculty and administrative staff.

5.7.3 Key Actions

Develop and implement a comprehensive strategy for recruiting experienced international academic and non-academic staff.

Digitise the recruitment process for international staff.

Institute measures to attract and retain highly skilled international staff.

Facilitate the return and employment of Ghanaian academics outside Ghana.

Develop an orientation programme for newly recruited international staff.

Improve working and living environments for international staff

Create platforms for social engagement with international staff.

Strengthen staff exchange programmes with other top-ranking universities.

Develop policies and strategies of engaging international post-doctoral fellows.



5.8 Promote multilingualism

5.8.1 Preamble

English is the official language of instruction at the University of Ghana, but the University recognises the variety of languages spoken both locally and internationally. Thus, UG strives to provide students and staff with exposure to an array of these languages as well as opportunities to attain fluency in both local and international languages. We aspire to have a university with the widest range of languages available to its students and staff as well as provide language-related services to our international community, particularly our neighbours in the Economic Community of West African States (ECOWAS).

5.8.2 Our Objective

To create an environment where the diversity in languages is recognised and competence in multiple languages is supported and encouraged.

5.8.3 Key Actions

Introduce additional degree programmes in languages relevant to our target markets, such as Hausa and Portuguese.

Provide opportunities for students and staff to avail themselves for beginner, intermediate and advanced level classes in a variety of Ghanaian languages.

Provide language laboratories and study material for all foreign language programmes at the University of Ghana.

Expand the delivery of English language proficiency courses offered by the Language Center of UG for Francophone and other non-English speaking students, prior to and after entry into the University

Encourage students to at least learn one other language before graduating.

Make the University of Ghana website translatable to languages such as Arabic, Chinese, French, Kiswahili, Russian, Spanish

Offer language proficiency courses for staff and students.



5.9 Build Stronger Institutional Reputation and International Visibility

5.9.1 Preamble

UG has to pay particular attention to its brand, considering public perception of our activities and corporate reputation across our stakeholders. Our reputation as a University hinges on the credibility and legitimacy of our institution in the eyes of various stakeholders such as students, staff, organisations, and other academic institutions. The University recognises the importance of managing our reputation as we vigorously pursue our vision and mission locally and globally.

5.9.2 Our Objective

To make the UG brand exude excellence in the pillars that underpin its mandate, including teaching and learning, research, innovation and enterprise in all of its operations.

5.9.3 Key Actions

Undertake regular brand audit to identify, understand and address issues that border on the University's reputation.

Track and examine UG brand strengths and weaknesses for consideration in strategy development.

Identify innovative means beyond the traditional media channels to activate and communicate the UG brand values.

Use both traditional and new media channels to disseminate research output and proprietary technologies of faculty, students and partners to increase visibility of UG's internationalisation efforts.

Create awareness among students, staff and partners on our brand values.

Leverage on our brand strength for recruitment purposes.

Improve on our brand through enhancing the lived experiences of students, staff and other stakeholders.

Deliver on UG's brand promise to establish positive, long-lasting relationships with stakeholders.



6.0

KEY ENABLING FACTORS

UG has built reputable academic and research programmes as well as excellent facilities over the years. Our international partnerships show that UG is a partner of choice for many international universities and donor agencies. However, there are certain key challenges that UG would need to

address as it creates a clearer pathway to realising its vision of becoming a world-class research-intensive university. Some of the challenges are a product of exigencies in the external environment, and the process of addressing them will, in effect, turn them into opportunities and enablers.



6.1 Our People

At UG, our greatest asset is the people, who are central to our success. With a faculty strength of 1491 of diverse backgrounds and experiences across the globe, UG demonstrates a strong human capital that underpins its successful international profile in teaching and learning, cutting edge and impactful research outputs, and service experience. The University shall continue to provide the necessary support to enhance student and staff experiences in the delivery of its mandate.



6.2 Network Capital

Leveraging institution networks is increasingly considered to be a strategic resource enabler for universities to accelerate global engagement. Established over 70 years ago, UG boasts of a strong alumni network capital both at home and abroad. This affords us the ability to access an extensive network of intellectuals and professionals, as well as personal relationships that span the world. Consequently, UG shall effectively deploy its Alumni Association (UGAA), Office of Institutional Advancement (OIA), International Programmes Office (IPO), etc., to achieve its internationalisation goals.



6.3 Institutional Buy-in

The university community's buy-in is a necessary driver of the internationalisation vision. Increasing the buy-in for internationalisation will lead to developing an institutional culture that embraces internationalisation in all facets of the University's operations. This can be achieved if UG enhances coordination of activities across its campuses and ensures that school and college based internationalisation is aligned with broader institutional objectives.





6.4 Culture of Engagement

An institutional culture of service excellence anchored on humanism, delivered by prompt and courteous responses to enquires, and a determination to exceed expectations is needed to make the most of internationalisation opportunities. This requires the University to adopt a professional approach of world-class standards to engage internal and external stakeholders. It also requires agility and dynamism to embrace diverse backgrounds, and continuous improvement through monitoring and control mechanisms at all levels of administration and faculty. Developing a culture that supports international engagement is an institutional imperative that requires across the board encouragement, ambition, pragmatism, continuous learning and carefully building on previous experiences.



6.5 Responsive and Efficient Institutional Structures

Over the years, the university has undergone various transformations aimed at providing quality university education. One of the significant components of our transformation is the adoption of a collegiate system in 2014 to help improve on our governance and management structures. The accompanying changes in the statutes paved the way for the development of a stronger and more effective and efficient governance structure. This has, to a large extent, led to the improvement of the decision-making processes of the University. It has also ushered in the development of relevant new programmes some of which have attracted both local and international students. It is expected that some of the bureaucracies that remain in the system will be removed while our processes and collaborations are made more efficient and effective. We shall create a solid governance framework of policies, procedures, systems and actions that will aid in organising the operational, reporting and financial activities of the university to achieve our internationalisation goals.

We have well-established institutional structures that support internationalisation and global engagement. The growth and value of the role of the International Programmes Office (IPO) over time is a good example of the structural commitment to internationalisation. Other structural advancements enabling internationalisation include the establishment of Office of Research, Innovation and Development (ORID), Institutional Research and Planning Office (IRPO), and Office of Institutional Advancement (OIA) as well as the various research institutions, such as the Institute of Statistical, Social and Economic Research (ISSER), Noguchi Memorial Institute for Medical Research (NMIMR), Institute of African Studies (IAS), and the three World Bank Africa Centres of Excellence: West Africa Centre for Cell Biology and Infectious Pathogens (WACCBIP), West Africa Centre for Crop Improvement (WACCI) and the West Africa Genetic Medicine Centre (WAGMC). As our internationalisation agenda grows in sophistication, UG shall commit to clear, efficient and transparent systems needed to maximise opportunities and minimise risk, and supporting academic engagement and collaboration across the world.





6.6 Brand Reputation

UG is one of the renowned universities in Africa, with reputable track records of excellence in teaching, learning and research. The 2022 Webometrics ranked UG as the leading university in Ghana, 11th in Sub-Saharan Africa and 1,121 in the World out of 31,000 Higher Education Institutions from more than 200 countries. Also, the 2022 AD Scientific Index placed UG as first in Ghana, 15th out of the 2,049 universities in Africa, and 1,704 out of 14,284 universities surveyed globally. Similarly, the QS World University Rankings in 2022, classified the University of Ghana as one of the 20 best universities in Africa.

This strong brand reputation clearly underscores UG's position as an institution of choice, which is highly sought after globally. As previously mentioned, currently, the University has over 530 international partnership agreements and collaborations with about 500 institutions in 70 countries worldwide, with the United States and United Kingdom having the most partnerships. Other countries include Canada, Poland, Hungary, Sweden, Germany, Nigeria, South Africa, Kenya, Gabon, India, and Namibia. We believe delivering and leveraging our brand would open a world of opportunities for UG, including recruiting the best staff and students to continue to have a positive global impact.



6.7 Sustainable Funding

In a 2019 report by the Higher Education Policy Institute and Policy Exchange, funding is one of three key areas that universities need to urgently address. UG, like many other institutions of higher learning globally, has been facing fierce competition, including a decrease in fee-paying students and the arrival of international students, who pay higher fees. Notwithstanding the financial constraints, it is highly recommended that UG prioritises investment in its internationalisation agenda while pursuing innovative and aggressive revenue mobilisation measures.





7.0

CONCLUSION

Internationalisation is imperative for UG and so, we must be deliberate in its implementation hence, this internationalisation strategy which is the first stage in the process.

In this document, we set out high-level goals, strategic priorities and action plans to guide the development of an implementation plan which must clearly indicate specific targets, responsibilities and mechanisms for monitoring progress together with an indication of resources needed for implementation. For this purpose, we propose the constitution of an Implementation Committee (IC) comprising one representative of each College elected by the College Academic Boards, a representative from the Graduate School and other representatives appointed by the Vice-Chancellor.

In the short term, we propose the appointment of Coordinators of International Programmes (CIP) at the College level who together with appointees of the Vice-Chancellor under the Chairmanship of the Dean of International Programmes will constitute the Management Committee of International Programmes at UG to drive the internationalisation agenda. In the medium term, to demonstrate UG's commitment to internationalisation we propose the appointment of a Pro Vice-Chancellor with responsibility for global engagement and Directors of International Programmes (DIP) at the College level to replace the Dean of IPO and the College Coordinators respectively.

We have identified the key enablers together with obstacles which if addressed as shown in Table 1 will ensure successful implementation of this strategy.



Table 1. Key Enabling Factors and Bridging the Gaps

Enabler	Action Points
<p>People</p>	<ul style="list-style-type: none"> • Attract and retain the best talent through a modern, open approach to recruitment of international students and faculty. • Leverage the experience and exposure of faculty to mentor their colleagues on creating and expanding productive international partnerships. • Provide life-changing experiences for our international students and staff. • Seek and develop teaching, research, conferencing, publication, etc partnerships with top-ranked scholars and institutions. • Intentionally pursue a formal, strong relationship with global research networks and foundations and propose joint research and funding programmes.
<p>Institutional Buy-in</p>	<ul style="list-style-type: none"> • Create a university-wide position for International Programmes to provide leadership for the formulation and implementation of a university-wide internationalisation policy and provide guidance and support for the colleges in pursuing internationalisation of the curriculum, the classroom, and the campus. • Create College level Management Committees for International Programmes to work closely with a centralised office for internationalisation to promote, coordinate and manage internationalisation: set priorities, develop budgets, advise on implementation strategies, provide oversight on international partnership agreements, and drive internationalisation at the College level.
<p>Network Capital</p>	<ul style="list-style-type: none"> • Resource UG Alumni Association Office, Office of Institutional Advancement and International Programmes Office to build UG alumni networks globally to promote opportunities for UG to benefit from their talent, experience and networks. • Promote opportunities for UG principal investigators to build international connections: showcasing cutting-edge and ground-breaking research outputs could provide opportunities for funding research, faculty, staff and student exchanges, academic events or other forms of interaction with institutional strategic partners.
<p>Responsive and Efficient Institutional Structures</p>	<ul style="list-style-type: none"> • Develop and rationalise systems and processes to ensure that clear, efficient and transparent systems are in place to maximise opportunities for academic engagement and collaborations with partners. • Establish an international support service desk at the International Programmes Office to promote and coordinate international activities internally.



Enabler	Action Points
Brand Reputation	<ul style="list-style-type: none"> • Develop a comprehensive strategy and guidelines for use of the University brand and ensure compliance by adding reputation management to our marketing strategy: e.g., online reputation management. • Develop a publication or at least a publishing outlet for highlighting UG's international engagements.
Culture of Engagement	<ul style="list-style-type: none"> • Drastically improve responsiveness to requests for international partnerships. • Increase the visibility of our international engagements internally and externally. • Promote internationalisation by mainstreaming international students and faculty into the University. • Develop social media around internationalising UG.
Sustainable Funding	<ul style="list-style-type: none"> • Develop a comprehensive resource mobilisation strategy for internationalisation. • Create a dedicated budget line in UG's institutional budget for internationalisation across the university. • Invest in state-of-the-art research facilities to enhance research infrastructure. • Develop, popularise and run a suite of international programmes at the College level that are market demand-driven. • Review lists of funding opportunities for international programmes and coordinate fundraising activities and contacts across the Colleges.



