

PRESENTATION BY THE VICE-CHANCELLOR OF UniMAC, PROF. ERIC OPOKU MENSAH ON THE LAUNCH OF UniMAC'S CORPORATE STRATEGIC PLAN (2026-2030) ON THURSDAY, 21ST MAY 2026 AT 10:00AM AT THE UniMAC AUDITORIUM, SOUTH LEGON CAMPUS

Prof. Chair, Distinguished Invited Guests, Members of the UniMAC Community, Ladies and Gentlemen, the journey truly unfolds and I say **AYEKOO** to all of us for the strides we have made in this journey since the merger in 2020 till today, as we launch our five-year Corporate Strategic Plan for 2026 to 2030; the first in the history of UniMAC, to chart the course of growth and development of our university.

As we reflect on how far we have come, today, we count seven (7) faculties and sixteen (16) departments across our three Constituent Institutes.

Our student numbers increased to five thousand, two hundred and twelve (5,212) at the 2026 intake, and our total staff number as of November 2024 is four hundred and ninety-five (495), comprising four hundred and fifty-six (456) full-time staff and thirty-nine (39) contract staff, across the three Institutes and central administration.

Indeed, we have come this far by Grace!

It is our quest to build on these successes, to ensure that we are all on board to translate our collective vision into actions to propel this institution forward, that has led to the development of this first-ever five-year Strategic Plan that we have gathered here today to launch.

© Our Vision

The bedrock of this Strategic Plan is **our vision, mission and our core values**, which is our Strategic Compass.

Ladies and Gentlemen, our Vision *'To become a first-rate University that pursues excellence in research and professional education and training in the broad fields of Communication and the Creative Arts, for societal transformation.'* Together with

© Our Mission

Our Mission, which is *'to deliver value-based education and training utilizing a technology-driven platform that allows academics, industry professionals, alumni, entrepreneurs, and*

students to work together to foster a culture that promotes distinctiveness in research, teaching, learning and practice.'

And, our core values, the six cardinal values of **Excellence, Integrity, Transparency in Unity, Discipline, Accountability and Industrial and Community Relevance** should guide everything we do as a university.

© The Nine Thematic Areas

Prof. Chair, we have determined nine themes in our Corporate Strategic Plan for the next five years. In doing so, we took a deep dive into our Strengths, Weaknesses, Opportunities and Threats to enable us draw on our strengths to overcome our weaknesses, use the same strengths to seize opportunities in Ghana and beyond and use our strengths as barriers for impending threats, God being our helper.

Now, I will touch on each one of these themes briefly.

For each of these nine (9) key thematic areas of focus, we identified key objectives for each thematic area; some with up to eight (8) objectives espoused. These objectives translate the broad themes into actionable, measurable steps.

Additionally, we also mapped out matrices for implementation of tactical activities with key performance indicators to measure expected outcomes and assigned key responsible officers. That is not to suggest that the duty bearers named in the document are the only persons with the responsibility. The responsibility rests with every member of this University.

These are not just holistic and broad term plans, but actionable activities and daily, weekly and monthly operational moves that will lead to the attainment of the thematic objectives of our corporate strategic plan.

© Thematic Area One

At the core of Theme One - **Academic Excellence, Curriculum Innovation and Experiential Learning** - is the recognition of rapidly advancing technology with its resultant evolving industry demands. Academic excellence and curriculum innovation are therefore critical if UniMAC is to maintain its competitive edge as a leading institution in media, arts, and communication.

The goal of this theme and its five (5) key objectives is to position UniMAC as a centre of academic excellence that delivers industry-relevant, innovative, and experiential-learning-driven education to prepare the next generation of media, arts, and communication professionals through new and fully accredited programmes, increased industry collaborations, comprehensive student internship programmes and ultra-modern resources for teaching and learning.

© Thematic Area Two

Thematic area two (2) is about **Research Impact and Innovation**. Research and innovation are the hallmarks of every forward-looking university and at UniMAC, we recognise that enhancing research impact and fostering innovation are key to UniMAC's global positioning.

Theme two (2) and its three (3) key objectives are aimed at driving high-impact, interdisciplinary, and policy-relevant research that contributes to advancement in the media, communication, and creative arts industry in Africa and beyond.

This, we hope to achieve through research grant opportunities, research visibility, citation impact and many more which are detailed in the Plan.

© Thematic Area Three

Digital transformation has permeated all spheres of life. For UniMAC to become a centre of excellence in media, arts and communication education, it must position itself to harness modern technology while strengthening its physical infrastructure to drive innovation.

Theme three (3) concentrates on **Infrastructure Development, Digital Transformation and Innovation**. The goal of theme three (3) is to develop state-of-the-art digital, virtual and infrastructural facilities that promote teaching, learning and research, while adhering to environmental health, safety, and sustainability protocols.

This will mean construction of lecture halls, completion of the ultra-modern auditorium complex at the Institute of Languages -East Legon, a multimedia hub, a university clinic and a well-equipped e-learning centre.

When we have successfully done these, we can position the University to undertake impactful research, drive policy, and equip the next generation of media and communication professionals.

© Thematic Area Four

I agree with Jim Collins who said, “*great vision without great people is irrelevant.*”

How then can UniMAC build a motivated, skilled, and well-supported human resource base, while fostering a vibrant and inclusive campus culture through recreation, sports, and entertainment?

Theme Four, **Human Resource Development and Management**, carves out six key objectives to enable us to seek these answers through deliberate strategic action through good staff welfare policies, mental health and advocacy programmes, structured staff onboarding and training, and adequate equipment and working tools for staff.

© Thematic Area Five

Theme Five (5) is about **Financial Sustainability and Resource Mobilisation**. Indeed, in this university, we cannot overemphasise our need for funds to achieve our goals.

Equally important, is a need to balance revenue generation with expenses. We need to deploy sustainable funding models, such as diversifying sources of income (tuition, grants, private donations, etc.), ensure cost-efficient operations, and focus on long-term financial planning. These are essential to ensuring the University’s financial sustainability.

The financial sustainability we seek can be attained through the construction of hostels through Public-Private Partnerships, increased student enrolment, establishment of Strategic Business Units for income generation, and deployment of robust software to support our financial management.

© Thematic Area Six

The growth and visibility of UniMAC depends critically on developing robust international partnerships and alumni connections. By establishing relationships with universities worldwide, offering study-abroad programmes, and fostering cultural exchanges, we will enhance our educational quality and competitive position.

In Theme Six (6), which is about **Internationalisation and Alumni Relations**, we will strive to foster international partnerships and attract diverse students and faculty, increase research collaborations and provide students with opportunities for cross-cultural experiences, both nationally and internationally.

Our alumni network represents our legacy and it is a valuable resource for mentorship, career guidance, reputation building and institutional advancement; and we look forward to deepening alumni involvement in university activities.

© Thematic Area Seven

Prof Chair, Theme Seven (7) pays attention to **Governance Systems, Administrative Operations and Service Quality**.

By our collective implementation of a robust *Governance System based* on transparency and accountability, efficient *Administrative Operations* that establish clear roles, ethical standards, and efficient decision-making frameworks, and exceptional *Service Quality* that creates positive experiences for all stakeholders, we can attain the modern university we so envisage.

Governance sets the strategy (the "what"), Administrative Operations implement it (the "how"), and Service Quality is the output experienced by stakeholders.

These are put together in theme seven (7) to achieve sustainable operations, improve reputation, and satisfaction of stakeholders.

This will be done through improved student services, communication channels and processes, capacity building for leadership and administrators, enhanced security and transport services, supported by the implementation of relevant policies, and many more that are outlined in the Plan.

© Thematic Area Eight

Theme Eight (8) is a call for us as a university to drive **Community Engagement and Social Impact**.

As a university, we must explore diverse opportunities with institutions not only in our catchment areas, but within the wider society, including the ability to collaborate with such institutions and embark on community outreach initiatives to drive social change.

We are charged with developing and maintaining mutually beneficial collaborations with UniMAC's internal and local communities with a view to making a positive and lasting

impact. This we can achieve through community-based action and research projects and incorporating Corporate Social Responsibility (CSR) activities in the University.

© Thematic Area Nine

Theme Nine (9), last but not least of the themes, focuses on: **Institutional Branding and Reputation Management**.

You will agree that a robust brand and reputation can enhance the University's competitiveness, attract top talent and boost its visibility on a global scale.

As a university specialised in media and communication, we at UniMAC should strongly demonstrate the significance of effective institutional branding and reputation management in fulfilling academic, research, and community engagement objectives.

And, as a university with a youthful human resource base, who are active on popular social media platforms, we are invited to help create positive images and reputation for UniMAC, build partnerships with local businesses and government agencies and ensure brand consistency across all channels.

© Implementation Steps

Prof. Chair, Distinguished Ladies and Gentlemen, with these Nine (9) important themes driving us into our future, what are the next steps?

After today's launch, we move straight into action:

A Strategic Plan Implementation Committee (SPIC) led by our Pro Vice-Chancellor; Professor Winston Abroampa is already in place to see to the implementation of this Strategic Plan.

He will work closely with two senior members of our community to steer the implementation of our Corporate Strategic Plan.

1. All Faculties, Departments and Offices will have access to the Plan beyond this launch and abridged copies will be uploaded onto the University website for further reference.
2. Faculties, Directorates, Departments and Units will begin to develop Implementation Action Plans for June 2026 to June 2027 and subsequently, until end of 2030;
3. Management would schedule periodic monitoring and tracking of these action plans, using Key Performance Indicators;
4. We would also evaluate our outcomes and impact whilst promoting learning and adaptation of the plans, to make them fit for current trends and changes;

5. And finally, we would have regular updates on the progress of the implementation.

© Call to Action

I charge all of us - Management, Faculty, staff, students and alumni, to own the document, make it our guiding anchor and ensure we contribute our quota in implementing our first Corporate Strategic Plan from 2026-2030.

This is critical for UniMAC to be able to compete with contemporary universities, and to continue to be unique within the media, arts and communication education.

© Gratitude

Let me take this opportunity to thank all who have worked tirelessly to develop the Corporate Strategic Plan that we have today.

Exceptional gratitude to the Pro Vice-Chancellor, Prof Winston Abroampa and the 12-member Committee drawn from the three Constituent Institutes of the University, the unions and other directorates for the good work done. [**Members of the Committee, kindly rise to be acknowledged**]

I acknowledge the invaluable input made by Prof. Imoro Braimah of KNUST, Prof. Modestus Fosu, Mr. Francis Obeng, Dr. Nana Aba Dawson-Ahmoah and Mr. Azasoo, formerly of the National Development Planning Commission.

I also thank the Acting Registrar, Dr. Obaapanin Adu Oforiwaa and the team who worked to make the publication and launch of our Corporate Strategic Plan possible.

Most importantly, I recognise the contributions of the Governing Council, Executive Management, and other Committees who worked on this project, students, faculty, staff, alumni, and industry partners for your visible and invisible support.

Ladies and Gentlemen, I end with my favourite quotation that has become a defining mantra for my leadership as Vice-Chancellor. *“UniMAC is the place where dreams take flight and creativity, innovation, and academic excellence converge”* and with Strategic Plan, we shall realise our dreams.

Let us continue to work to place UniMAC firmly on the global map. Thank you!

Eric Opoku Mensah
Vice-Chancellor