UNIVERSITY OF SIERRA LEONE

STRATEGIC PLAN

Renovated Adjai Crowther Amphitheatre -FBC

Newly Constructed Laboratory - COMAHS Jui

Newly constructed Ekundayo Thompson Building- IPAM, Tower Hill

2019 – 2023

UNIVERSITY OF SIERRA LEONE STRATEGIC PLAN

2019 – 2023

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CONTENTS

OVERVIEW 1

ACKNOWLEDGEMENTS 2

ACRONOMYNS 3

CONSTITUENT COLLEGES' STRATEGIC PLANS

Fourah Bay College...1 - 78

Institute of Public Administration and Management...79 -111

College of Medicine and Allied Health Sciences...112 - 170

ACRONYMNS

COMAHS	College of Medicine and Allied Health Sciences
CPS	Centre for Policy Studies
EboVac	Ebola Vaccine
FBC	Fourah Bay College
FBMS	Faculty of Basic Medical Sciences
FMS	Faculty of Management Sciences
FSSL	Faculty of Social Sciences and Law
INGRADOC	Institute for Gender Research and Documentation Centre
IPAM	Institute of Public Administration and Management
MEST	Ministry of Education, Science and Technology
NUC	Njala University College
R & D	Research and Development
SPS	School of Postgraduate Studies
TEC	Tertiary Education Commission
UNIPROCURE	University Procurement Office
URDC	University Research and Development Centre
USL	University of Sierra Leone
USLRC	University of Sierra Leone Research Council
WHO	World Health Organization
WTO	World Trade Organization

UNIVERSITY OF SIERRA LEONE

STRATEGIC DEVELOPMENT PLAN
2019 - 2023

FOREWORD

The Strategic Plan 2019 – 2023 is designed to address the current challenges in the education system in the country. Sierra Leone previously housed what was known as the Athens of West Africa. Today, that title or accolade seems to have been lost because over the years there has been a downward trend in its entire educational system. The University has the responsibility to rebrand itself in line with the nation's current aim to deliver quality education and to put in place the necessary mechanisms that will not only restore the past glory of our educational system but to take it to even greater heights.

Some of the challenges that the University aims to address include: catering for the exponential increase in the number of students applying for various programmes in the University; the current inadequate physical infrastructure and equipment to cope with these numbers; inadequate staff strength; the curricula's relevance to society's needs; absence of a comprehensive information and communication technology system; and most critical, inadequate funding.

The challenges highlighted above cannot be achieved without careful planning because the strategic plan serves as a road map for achieving the goals the University has set itself to undertake. The Administration has therefore, put in place a number of strategies and has assigned itself key tasks, some of which include the following: review of the curricula to meet the demands of the Sierra Leone society; to ensure prudent fiscal management at all levels; upgrade and improve internet access on campuses and deploy an Electronic University Administration System to transform paper-based services into e-services for administrative and academic work, from application to graduation. The stated tasks have been prioritized into pillars which form the framework of this document.

Achieving the above goals require great commitment and determination on the part of the University Administration and support from its strategic partners. This document therefore will remain as the reference point for the next 5 years for transforming the University into the world class institution of higher learning.

OVERVIEW

The University of Sierra Leone comprises three colleges namely: Fourah Bay College (FBC), Institute of Public Administration and Management (IPAM) and College of Medicine and Allied Health Sciences (COMAHS). It also has a School of Postgraduate Studies (SPS) which superintends all postgraduate programmes.

Each college is headed by a Deputy Vice-Chancellor, and the School of Postgraduate Studies is headed by a Dean. The day-to-day operations of these institutions are supervised by the Secretariat headed by the Vice Chancellor and Principal supported by the University Registrar (for administrative operations) and the Finance Director (for financial operations).

The Universities Act 2005 is the legal instrument with which the operations of the University are governed. The Court, which is chaired by the Pro Chancellor, is the highest administrative body. Senate is the highest body on academic matters. Committees of Court and Senate including the Campus Standing Committees, and faculty boards meet as required by the *Act*, and its *Statutes*, to deliberate on matters pertaining to the effective functioning of the University.

Current key administrators of the university are:

Pro Chancellor -	Prof. Hector G. Morgan
Vice Chancellor & Principal (Ag) -	Prof. Foday Sahr
Deputy Vice Chancellor, FBC (Ag) -	Prof. Lawrence J.L. Kamara
Deputy Vice Chancellor, IPAM (Ag) -	Dr S.Edmond Nonie (Assoc. Prof)
Deputy Vice Chancellor, COMAHS -	Prof. Onike Roderigues
The Dean, SPS -	Prof. Joe A.D. Alie
The Registrar (Ag) -	Olive A.K. Barrie
The Finance Director (Ag) -	Waltina Mackay

The core mandate of the University is teaching, research and community service. Since its establishment, the University Administration has been working towards fulfilling this mandate.

CONSTITUENT COLLEGES' STRATEGIC PLANS

FOURAH BAY COLLEGE

CONTENTS

1. INTRODUCTION

2. MISSION

3. VISION

4. CORE VALUES

5. SITUATIONAL ANALYSIS

6. PILLARS

1. INTRODUCTION

1.1 Brief history of Fourah Bay College

Fourah Bay College was founded on the 18th of February, 1827, by the Church Missionary Society essentially for the training of teachers and missionaries to serve in the promotion of education and the spread of Christianity in West Africa. In 1876 it became a degree granting institution with affiliation to the University of Durham in England, and has since maintained a reputable tradition of higher education in Africa.

In 1960 it was granted a Royal Charter to become "**FOURAH BAY COLLEGE**",the University College of Sierra Leone," by the Senate of the University of Durham.In 1967, Fourah Bay College together with Njala University College located in the Moyamba District, became constituent colleges of the University of Sierra Leone. This arrangement was replaced in 1972 by a unitary structure which included the College of Medicine and Allied Health Sciences (COMAHS) and the Institute of Public Administration and Management (IPAM).

Higher education in Sierra Leone was restructured in 2005 by the Universities Actof 2005 which provides for the establishment of private universities. In the Act the University of Sierra Leone was reconstituted to include Fourah Bay College, Institute of Public Administration and Management, and College of Medicine and Allied Health Sciences (COMAHS), which incorporates the Nursing Education Centre and the Pharmacy Technicians School.

The restructured University of Sierra Leone is superintended by a Vice-Chancellor and Principal who is the chief academic and administrative head of the university.Fourah Bay College is headed by a Deputy Vice-Chancellor and comprises four faculties:

1. Faculty of Arts
2. Faculty of Engineering and Architecture
3. Faculty of Pure and Applied Sciences, and
4. Faculty of Social Sciences and Law

Each faculty is headed by a Dean whose tenure lasts for a biennium. In 2000, the College introduced the semester system which replaced the trimester system. This move also gave birth to the modular system of student assessment.

1.2 Location

The College is currently located on Mount Aureol, a picturesque view overlooking Freetown, the capital of Sierra Leone. Its beautiful landscape and serene learning environment etched in beautiful green scenery provides a panoramic view of much of the capital city.

Elevated, 300 meters above sea level with low carbon foot-print, the location is ideal for learning and ecotourism.

Its former location at Cline Town, on the East End of Freetown, is being considered for preservation by the Monuments and Relics Commission.

2. MISSION

Provision of innovative and effective teaching, research and services responsive to national and universal needs and challenges

3. VISION

An established center of excellence where students and faculty will leverage their talents and potentials to help build an informed and productive society

4. CORE VALUES

1. **High Academic Standards**
2. **Institutional Allegiance**
3. **Integrity and Professionalism**
4. **Client Responsiveness**
5. **Motivational Leadership**
6. **Openness to Diversity**

5. SITUATIONAL ANALYSIS

5.1 Strengths, Weaknesses, Opportunities, and Threats

5.1.1 Strengths

1. High percentage of academics with robustness in various disciplines
2. FBC has a pedigree of excellent higher education that attracts leaner's from around the globe
3. Ability to regularly introduce new relevant courses (e.g. Mass Communication, Gender Studies, Peace and Conflict Studies, and Mining Engineering)
4. Wide range of courses covering several disciplines offered
5. High student turnover
6. Main campus in an easily accessible location
7. Beautiful landscape and serene learning environment etched in beautiful green environment providing a panoramic and picturesque view of much of the capital city.
8. Elevated, 300 meters above sea level with low carbon foot-print
9. Huge asset base of FBC could contribute to the income base of the college

5.1.2 Weaknesses

1. Ineffective top bottom management approach
2. Inadequate physical ICT Infrastructure
3. Low financial resources with high expenditure
4. Severe budgetary constraints
5. Fewer senior academic staff relative to junior teaching staff
6. Lack of funding for research support and faculty development
7. Inadequate and inappropriate teaching aids/materials
8. Lack of state-of-the-art equipment/facilities to enhance quality teaching and research
9. Unattractive conditions of service
10. Insecurity of properties on campus and residential houses
11. Lack of maintenance culture

5.1.3 Opportunities

1. Increasing opportunities for partnership and collaboration
2. Potential for income generation
3. The ability of making use of her past glory
4. High numbers of highly placed, influential and wealthy alumni could be made use of to yield dividends
5. The vast acres of land provide excellent opportunity for the college to meet infrastructural expansion to house new programs, new student hostels and other commercial activities.
6. To strengthen the FBC and Durham University relationship
7. Government free education policy, a growth-potential for the college

5.1.4 Threats

1. High level of encroachment on FBC property.
2. Competition from growing number of higher learning institutions and universities without borders.
3. Political interference
4. Lack of proper coordination between government and the university with regards the free education programme

6. THE PILLARS

Precipitating on the impeccable history and enviable record of the college, ten strategic pillars have been designed. The pillars have also been honed taking into consideration contemporaneity, growing universality, diversity and enduring vision. These ten all-encompassing pillars are:

6.1 Academic Programmes

6.1.1 Goal:

Enhance access to academic programmes that meet high educational standards at national and international levels.

6.1.2 Objectives

1. To offer in-depth and innovative teaching and learning programmes that meet national and international standards.
2. To do a complete review of academic curricula and programmes across faculties and departments to ensure relevance.
3. To diversify the delivery of core programmesto satellite centres and branch campuses thereby enhancing the visibility of the college.
4. To revise and create new graduate programmes to address emerging issues at national and international levels.
5. To increase the proportion of graduate students to 20% of total enrollment by 2023.
6. To continually improve the quality of instructional materials required for delivery of all academic programmes.
7. To create an environment conducive to learner centered pedagogy across faculties and departments.

6.1.3 Strategies

1. Upgrade, strengthen and mainstreamdistant, open, and e-learning delivery approaches in teaching and learning in all faculties.
2. Create, nurture and extend academic programmes to satellite centers or branches.
3. Undertake enrolment planning by forecasting student growth with a view of adequate service provision.
4. Strengthen graduate training and employ cutting-edge research programmes.
5. Create strategic linkages with professional bodies, higher institutions and other stakeholders in offering learner-centered academic programmes.
6. Institute collaborative/joint curricula development with local and international academic and research institutions.
7. To streamline and validate the number of academic programmes offered.
8. To revise academic programmes to provide a multidisciplinary based approach to problem solving by students across faculties and departments.

6.1.4 Key Performance Indicators

1. Increased enrollment for all programmesat the main campus and satellite locations.
2. Favourable ratio of undergraduate to graduate programmes.
3. Favourable student facility ratio, student staff ratio.
4. Increased number of students and lecturers who participate in multidisciplinary field attachments.
5. High level of students pass and completion of academic programmes

6.2.1 Pedagogy and Quality Assurance

6.2.1 Goal:

Introduce and implement quality assurance processes that will serve students and stakeholders as well as promote high quality teaching and learning.

6.2.2 Objectives

1. Introduce compulsory short-term training programmes for new faculty on current pedagogical skills and student centred approach;
2. Introduce regular and tailor-made refresher training of all faculty in pedagogy
3. Provide the required ambiance, facilities and services to enhance effective teaching and learning
4. Formulate effective quality assurance policy
5. Establish and strengthen the independence of the quality assurance office towards quality management and enhancement
6. Establish internal quality assurance (IQA) unit that will drive quality assurance procedures and practices.
7. Introduce regular programme reviews to address current and emerging issues
8. Institute effectivestudents' evaluation ofstaffand programmes to identify areas for improvement.

9. Develop strong quality assurance mechanisms that apply to all programmes, processes, support services and structures across the college.
10. Ensure the development and implementation of high quality and relevant programmes (tailor-made and short course) that respond to the needs of the national and international labour market.
11. Facilitate the development of a culture of continuous quality improvement to achieve academic excellence.
12. Identify areas of weakness within academic and pedagogical spheres through regular evaluation processes.

6.2.3 Strategies

1. Establish a quality assurance unit in the college.
2. Use of qualitative and quantitative instruments such as monitoring, evaluation forms, self-assessment reports, student questionnaires to assure and enhance quality.
3. Use of any other useful instrument such as extensive double marking and external examination.
4. Improve on teaching strategies and embrace the learner-centre approach.

6.2.4 Key Performance Indicators

1. An existing functional Independent Quality Assurance unit by the end of 2019
2. A formulated quality assurance policy for Fourah Bay College by end of 2019
3. At least 40% of all existing staff trained in student-centred learning by 2020

6.3 Research, Innovation, and Development

6.3.1 Goal:

Promotion and sustenance of quality research, contemporary innovation and enduring development in all spheres of the college.

6.3.2 Objectives

1. Provide appropriate training in research methods and practices.
2. Conduct research at all career stages, from research student to principal investigator.
3. Improve the infrastructure which supports research at the highest level, including libraries, laboratories, museums, and information systems.
4. Maintain originality, significance and rigour in research within a framework of the highest standards and integrity.
5. Empower the creative autonomy of researchers to address fundamental questions.
6. To access and channel resources towards meaningful research.
7. To serve society by promoting and contributing to economic, cultural, and social advances.
8. Disseminate research findings as widely as possible.

6.3.3 Strategies

1. Maintain an extensive network of libraries and museums which offer unique opportunities for learning.
2. To establish external collaborations, noting that these may be most effective in those areas where research and teaching strengths are complementary, while supporting connections between research groups at the level of individual projects.
3. We should engage speedily and effectively with digital initiatives generated by our staff, students, alumni, and those outside the University.
4. An enhanced online presence will form part of this strategy. Digital technology is revolutionising the manner in which knowledge is created, collected, and communicated across the globe.
5. The creation of a strong and coherent online presence in order to direct those seeking knowledge about any area of academic study to relevant work carried out at FBC.
6. Provide more support to faculty, infrastructure and equipment; their increased electronic visibility; faculty and departmental journals.
7. The leading academic role of FBC enables the institution to lead the research agenda across the spectrum of the sciences, the social sciences, and the humanities. Our commitment to

the range and depth of our disciplinary work is reflected in sustenance of both applied research and that which may not necessarily yield immediate impact.

8. Increased engagement with government institutions and ministries, NGOs research councils, and industrial collaborators, will enhance our capacity to set research questions in the context of key national and regional themes.
9. Development of diverse research activities, of national and international consultancies and private companies, will ensure that FBC's research endeavours and expertise continue to contribute towards learning and the sciences.
10. Through fostering creative, entrepreneurial activity by our staff and students and stimulate collaboration with research users to increase uptake of research outputs.
11. The expertise and knowledge of our academics, staff, and students will inform and advise a wide range of organisations. These will include industry, government agencies, nongovernmental organisations, and community groups locally, nationally, and globally.

6.3.4 Key Performance Indicators

1. Research annual report, plans, agenda and program from each department and faculty
2. Research funding provided.
3. Organized seminars and workshops for students and faculty at the department/faculty level.
4. University Research society and forum for each faculty.
5. Improved access to the University's collections through programmatic digitisation, extending appreciation of the role FBC plays in preserving and sharing the record of human existence and cultural achievement.
6. Students and faculty demonstrate their full exploiting the opportunities offered by the web, social media, and other innovative modes of transmission.
7. New and additional ways of supporting its users and customers, for example through teacher education, delivering digital learning and assessment platforms, and creating online research tools.

6.4 Student Services

6.4.1 Goal:

Provide students-friendly environment equipped with facilities and services that promote learning.

6.4.2 Objectives

1. Instil the awareness that students are the most important client of the college and accord them the required treatment and respect.
2. Re-introduce personal tutor programme, student guidance and career counselling.
3. Finance/ support needy students through scholarships and work study programmes.
4. Increase and improve student housing facilities.
5. Capacitate the college to fully address the health/medical needs of students at all times.
6. Promote and ensure student confidence, growth and progress.
7. Review student registration process with a view to making it effective and speedy and timely.
8. Develop robust policy that would safeguard students from sexual, financial and other forms of harassment and intimidation.
9. Advocate for increased access to student scholarship schemes.
10. Eliminate all forms of discrimination/prejudice directed against students: racial, tribal/ethnic, religious, gender.
11. Improve on the teaching-learning environment in all areas of study.
12. Facilitate students' internship and industrial attachment programmes.
13. Promote school out-reach programmes.

6.4.3 Strategies

1. To provide a safe and conducive environment that supports student learning
2. To support students encountering financial difficulties
3. Enhance students counselling services
4. Facilitate the organization of job fairs and adaptive training.

5. Promote school outreach programmes.
6. Embark on programmes to ensure that students develop self-esteem and confidence through seminars, workshops etc.
7. Extend communication skills programme beyond first year.

6.4.4 Key Performance Indicators

1. Decreased complaints from students about mistreatment from staff
2. Sustained manageable staff: student ratio. Every student assigned to a personal tutor.
3. No student drops out of course for reason of of lack of funds
4. Increased number of students with campus accommodation
5. Record of collated evaluation forms
6. Greater/better medical supplies
7. Facility for online registration and Report of training available
8. Reviewed code of ethics

6.5 Governance and Management Systems

6.5.1 Goal:

To ensure an efficient and effective management environment for service delivery

6.5.2 Objectives

1. Ensure that the Management structure matches with the demand of the college.
2. Improve corporate image of the College (re-branding)
3. Supervise the enactment and effective implementation of gender responsive policies and programmes of the College
4. Improve the effectiveness of Fourah Bay College planning system.
5. Provide a framework for evidence-based decision making
6. Establish effective monitoring and supervision of all key activities (including recreational – eg. sporting programmes) of the college.
7. Develop realistic policies for all key functions of the college

Strategies

1. Review and harmonise governance structure and functions
2. Re-brand and protect the corporate image of the college
3. Outsource certain college activities where necessary
4. Ensure gender responsiveness of the college functions
5. Develop the capacity of management and governance at all levels
6. Promoteinstitutional research
7. Restructure the planning and reporting systems
8. Benchmark and adopt best practices in the entire spectrum of the college functions.
9. Develop and operationalise the communication systems
10. Produce best practice operational manuals for all the key functions of the college - Administration, Human Resource, ICT, Procurements, Financial Management (including funding).
11. Establish realistic internal control systems over all key functions (including leisure- e.g. sporting activities) of the college

6.5.3 Key Performance Indicators

1. Number of organisational changes to mandates and organogram
2. Number of engendered college functions
3. Institutional rating (internal and external)
4. Evidence based decision making by college organs
5. Number of sporting wins (laurels) by the college
6. Number of realistic operational manuals produced for each key function- Administration, Human Resource, ICT, Procurements, Financial Management (including funding).

6.6 Human Resource Capacity Development

6.6.1 Goal:

Enhance the College's competitiveness in recruitment and retention of high quality personnel.

6.6.2 Objectives

1. To review the conditions of service and make it competitive
2. To develop high standard of human resource performance
3. Develop and maintain high level support system

6.6.3 Strategies

1. Develop and implement competitive and effective Human Resource policies.
2. Facilitate staff improvement and growth through training and support
3. Adhere to established human resource standards.
4. Develop an enabling environment for positive work culture to achieve optimum performance
5. Strengthen Teaching Assistant programmes among deserving graduate students

6.6.4 Key Performance Indicators

1. Staff:student ratios
2. Staff attrition rate
3. Student perception of staff survey report

6.7 Financial Management and Sustainability

6.7.1 Goal:

Optimise the utilisation of the college's resources at all times.

6.7.2 Objectives

1. Improve the effectiveness and efficiency of financial management
2. Establish a corporate affairs unit charged with the responsibilities of marketing, investments and fund raising ventures for the college.

6.7.3 Strategies

1. Create a robust financial management system
2. Develop capacity in the area of Financial Management
3. Harness all available sources of finance for the college
4. Develop a policy for the establishment and maintenance of the corporate affairs unit.
5. Devise appropriate measures to ensure the financial buoyance and sustainability of the college.

6.7.4 Key Performance Indicators

1. Centralise the financial management system with operational linkages to all sectors within the college and the University
2. Robust financial monitoring and evaluation support system
3. Availability of an up-to-date financial management manual
4. Availability of competent financial management personnel

6.8 Infrastructure and ICT Capacity

6.8.1 Goal:

Provide the needed infrastructure and physical environment as well as improve the provision and utilization of library services consistent with modern standards.

6.8.2 Objectives

1. Increase and upkeep lecture and office spaces.
2. Preserve and ensure cultural, historical monuments and artefacts.
3. Enhance the re-organization and efficient running and management of laboratory facilities
4. Improve the management of physical resources (such as classrooms, laboratories, equipment, estate etc.)
5. **To ensure optimal utilization of library resources**
6. **To increase the student : book ratio**
7. To enhance the quality and scope of ICT services at the college
8. To promote effective and appropriate utilisation of ICT resources

9. To improve the electronic visibility of all academic programmmes.
10. Continually publish and update the college's intellectual output on the website

6.8.3 Strategies

1. Review the College Master Plan
2. Construct purpose-built lecture rooms appropriate for learner centred pedagogy and andragogy fitted with ultra-modern ICT facilities
3. Develop and implement maintenance policy and plan for the college
4. Develop guidelines for capital development and fund utilization
5. Equip and increase central & unit laboratories for specialized, applied & basic research, teaching and learning
6. Design and implement an information system that produces and manages data pertaining to physical capacity.
7. Redesign the existing instruction space to accommodate learner-centred methodologies.
8. Develop recreational facilities
9. Develop and maintain a good road network
10. Develop library resources utilization strategy and policy
11. Automate all the Library functions
12. Strengthen library resource mobilization and sustainability mechanism.
13. Mainstream ICT in the functions of the College
14. Develop and Operationalise policy for effective ICT use
15. Ensure sustainability of ICT services and resources

6.8.4 Key performance Indicators

1. Number of property developed
2. Space per staff/student (Library, Lecture, Research, Recreational Unit)
3. Quality/quantity of well-designed and maintained landscapes/structures (roads, open spaces, signage, demonstration sites, galleries, museums, herbaria, aquaria,)
4. Number of well-equipped laboratories
5. Number of automated library functions

6. Level of utilisation of library resources
7. Student: book/journal ratios
8. Library seat : user ratio
9. Breadth and versatility of ICT equipment in use in academic and administrative programme.
10. Equitable ICT access per student per unit time

6.9 Gender and Disability Consideration

6.9.1 Goal:

Create an effective learning environment for all students devoid of discrimination and marginalization.

6.9.2 Objectives

1. Enhance gender equality.
2. Provide a disability-friendly infrastructural/ learning environment.
3. Promote an atmosphere of participation for female students.
4. Promote the awareness that disability is not inability, and that students with disabilities deserve access to learning.

6.9.3 Strategy

1. Mainstream gender education
2. Promote advocacy awareness programmmes around disability issues on college campuses
3. Review and update college regulations to address issues affecting students with disabilities
4. Develop a Policy of non-discrimination for students with disability.

6.9.4 Key performance Indicators

1. Number of female students taking part in active student politics
2. Provision of learning materials in braille for blind students

3. Number of buildings and lecture rooms that are disability friendly with ramps for students in wheelchairs

6.10 Partnership and Collaboration

6.10.1 Goal:

Strengthen relationship and enhance effective collaboration with our partners.

6.10.2 Objectives

1. Expose students and faculty to cutting-edge research and technological innovation through exchange programmes
2. Explore opportunities for the college-private sector partnership through industrial attachments, internships and visitation programmes
3. Strengthen the capacity of the Alumni Office to generate funds for the College
4. Initiate outreach programmes that promote research and other core functions of the college.
5. Leverage government's free education policy to mobilise resources for the provision of quality teaching to our students
6. To explore external funding opportunities for the College
7. Build on existing partnerships and collaborative programmes with the public and private sector organisations
8. Push for legislation that mandates corporate bodies to contribute a percentage of their profits to research and development in the college

6.10.3 Strategies

1. Identify universities and research institutions desirous of pursuing exchange programmes

7 Identify and establish partnerships with industry, public sector institutions, and non-governmental organisations

8 Build the capacity of the Alumni Office to deliver on its mandate

9 Create investment opportunities through collaboration with the private sector (e.g. production and sale of FBC memorabilia)

10 Appoint an outreach coordinator from within faculty that will work with Departments and Institutes to promote research findings and innovations

11 Lobby the Ministry of Technical and Higher Education for additional funding to the college

12 Establish a grants and donations account within the college

13 Renew agreements and memoranda of understanding with existing partners

6.10.4 Key Performance Indicators

1. Number of exchange programmes implemented
2. Number of memoranda of understanding/agreements signed
3. Improved communication and networking
4. Number of contracts signed
5. Number of outreach activities organised
6. Financial resources received
7. Grants and donations received
8. Agreements and memoranda of understanding renewed
9. Policy paper developed on twining, linkages and collaboration

APPENDICES

Academic Programmes Implementation Plan

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
To offer in-depth and innovative teaching and learning programmes that meet national and international standards by the end of 2023	Upgrade, strengthen and mainstream open, distance and E-learning delivery approaches in teaching and learning in all faculties	Increased number of students for Fourah Bay College academic programmes both at main campus and satellite locations	Registry, Academic Staff And IT Unit	Enhanced visibility of FBC, Increased collaboration between FBC and other institutions and stakeholders at National and International levels
8. To do a complete review of academic curricula and programmes across faculties and departments to ensure relevance and contemporaneity by the end 2023	9. Institute collaborative/joint curricula development with local and international academic and research institutions	6. Favourable ratio of undergraduate to graduate academic programmes	Registry, Academic Staff, IT Unit And Curriculum Committee	Increased relevant courses driving national development Improved university rating More and speedy absorption of our students on the job market
9. To diversify core programmes of delivery to satellite centers and branch campuses thereby establishing the visibility and viability	10. Create and nurture academic programmes for satellite centers or branches	7. Increased number of students and lecturers who participate in multidisciplinary problem based field attachments	Registry, Academic Staff And It Unit	Improved and informed graduates students turn out for national service Growth of more and vibrant off-campus /satellite

of the college.				institutes
10. To revise and create new graduate programmes to address pressing emerging issues at especially national level.	11. Strengthen graduate training and employ cutting edge research programmes	8. Favourable ratio of undergraduate to graduate academic programmes	Registry academic staff, Postgraduate school and FBC research and development unit	Quality Academic Staff strength
11. To augment the proportion of graduate students to 20% of total enrollment by 2023	12. To reorient academic programmes to provide multidisciplinary based problem by students across faculties and departments	9. High level of students pass and completion of academic programmes	Academic staff, Postgraduate school and registry	Increased collaboration between FBC and National state actors
12. To continually improve the quality of instructional materials required for delivery of all academic programmes	13. To streamline and validate the number of academic programmes offered	10. Favourable ratio of undergraduate to graduate academic programmes 11. Favourable student facility ratio, student staff ratio.	Registry, Academic staff curriculum committee and it	High efficiency and effective way of lecturing
13. To create an environment	14. Create strategic linkages with	12. Increased number of students for Fourah	Registry, academic staff curriculum	Increased Collaboration with

conducive to learner centered pedagogy across faculties and departments	professional bodies, other higher institutions and other stakeholders in offering learner centered academic programmes.	Bay College academic programmes both at main campus and satellite locations 13. Increased number of students and lecturers who participate in multidisciplinary problem based field attachments	committee and it	Communities

ACTIVITIES	SUB ACTIVITIES	TIME LINE	COST
1. Strengthen and mainstream open, distance and E-learning delivery approaches in teaching and learning in all faculties **2. Do a comprehensive review of programs in the college involve in distance learning**	1. Constitute a committee to look into the current status of the distance and E-learning programmes. Three meetings 2. Embarking on upgrading existing and re-establishing new distance learning centers with the requisite facilities. 3. In service training and workshops for departments concerned. Up to 5 departments.	Within the first year of the five years meant for the strategic plan implementation. Within the first year of the five years meant for the strategic plan implementation. Within the first year of the five year strategic plan.	**$1,200** **$ 10,000** **Consultant hire, travel and per diem = $3,000 Training workshop and materials $ 6,000**
3. Establishment collaborative/joint curricula development with local and international academic and research institutions	1. Coordinate a Curricula review Workshop involving local and international stakeholders. One for each faculty 2. Train and introduce new curricula developed from the workshop. One for each faculty	Within the first year of the five years meant for the strategic plan implementation Within the first year of the five years meant for the strategic plan implementation	**$ 1,000 *5 = $ 5,000** **$ 1,000 *5 = $ 5,000**
4. Create and foster academic programmes for satellite centers or branches	1. Establish a very robust committee for monitoring of all our satellite branches in the country	Within the first year of the five years meant for the strategic plan implementation	**Free**

ACTIVITIES	SUB ACTIVITIES	TIME LINE	COST
4 Strengthen graduate training to attract more courses that will translate into solving the development needs of Sierra Leone	1. Review our current research status of the college. 2. Develop and implement graduate research programmes across all faculties in the college. 3.	Within the first year of the five years meant for the strategic plan implementation Within the first year of the five years meant for the strategic plan implementation	**Free** **1 workshop/ meeting for each faculty (5 workshops)** **$ 1, 000**
5. To reorient academic programmes to provide multidisciplinary based problem solving by students across faculties and departments	1. Set up and support a vibrant team to educate students and lecturers on the introduction of contemporary and multidisciplinary courses in the college. 2. Undertake rigorous lecturer pedagogical training across all faculties 3. To conduct 5 sets of training for lecturers that will situate them to incorporate the latest learner centered methods in the delivery of their lectures	Within the first year of the five years meant for the strategic plan implementation Within the first year of the implementation of the strategic plan	**Free** **Consultant cost (fligh and per diem) = $3,000** **Training cost = $1,000** **Meals for 5 sets of workshop $1,000 * 5 = $5,000**
6. To modernize and validate the number of	1. Coordinate one set of workshop for each faculty for the curriculum	Within the first year of the five years meant for the	**$1000 *5 = $ 5,000**

ACTIVITIES	SUB ACTIVITIES	TIME LINE	COST
academic programmes offered	committee on how to improve on academic programmes	strategic plan implementation	
7. Create strategic linkages with professional bodies, higher institutions and other stakeholders in offering learner centered academic programmes.	1. Organize a week conference involving stakeholders, professional bodies on pedagogical training focusing on the needs of students for academic excellence.	Within the first year of the five years meant for the strategic plan implementation	**$2,000**

Pedagogy and Quality Assurance Implementation Plan

Objective	**Activity**	**Key Performance Indicator**	**Responsible Unit**	**Outcome**
Introduce compulsory short-term teacher training programme for new faculty on current pedagogical skills and student centred approach	Develop a one week teacher training workshop for new faculty on learner centred teaching and interactive classroom	Phased one week teacher training sessionsheld for new faculty	FBC Administration	New and improved teaching methods Interactive and learner friendly classroom Highly efficient faculty /staff
Introduce regular and ideal refresher training of all faculty in recent and universally acclaimed pedagogical skills	Hire a consultant to train all faculty in learner- centred teaching in phases. Develop a one week teacher training programme for new faculty.	Consultant hired for training Training report(s)	FBC Administration	Highly efficient faculty /staff Staff using skills acquired in their teaching
Provide the enabling environment, facilities and services that promote effective teaching and learning	Procure modern teaching tools (e.g. white board and makers, teaching videos, projectors and screen etc for each department in the college) Training in slideshows/ power point preparation and presentation Institute periodic check on consumable facilities to ensure efficiency of use and sustainability	Availability of quality and functioning whiteboards and makers, teaching videos, projectors and screen, software and apps for teaching	FBC Administration	Universally compatible Students Projector compatible lecture rooms More confident clients that are easily marketable Time-saving and effective delivery teaching sessions
Formulate effective quality assurance policy for the college	Draft and validate a QA policy that conforms to international best practice	QA policy developed Validation meeting conducted	Quality Assurance Officer	A thriving highly effective QA policy implemented in the institution

Establish and strengthen the independence of the quality assurance officer towards quality management, enhancement and sustenance	IQA unit report directly to DVC Fourah Bay College	IQA report submitted to DVC for perusal and necessary action	FBC Administration	QA officer operating independently without bottlenecks or intransigent bureaucracy
Establish internal quality assurance (IQA) unit that will drive quality assurance procedures and practices	Identify office space for IQA unit. Appoint/recruit IQA officer(s)	Office space secured Office equipped with furniture & other equipment	FBC Administration	IQA unit executing QA processes
Introduce regular programme reviews to address current and emerging issues	Hire a consultant to train all faculty in student- centred learning in phases	Faculty trained	FBC Administration	Faculty
Institute an avenue where students can evaluate staff with a bid to identifying areas of improvement	Develop staff evaluation form Conduct staff evaluation assessment Analyse the evaluation forms Send feedback to staff for areas of improvement where necessary	Completed staff evaluation form Evaluation form analysed	IQA Unit	Staff effect improvement following feedback from evaluation
Develop strong quality assurance mechanisms that apply to all programmes, processes, support services and structures across the college	Identify & recruit IQA officer IQA ensure QA processes in administration, academic and support services	IQA officer in place QA processes in administration, academic and support services in place	IQA Unit	Quality Assurance processes in place
Ensure the establishment of an enhanced and continually improved support services for students and staff	IQA unit annually conduct assessment on services rendered to staff and students	Annual assessment report on services produced	IQA Unit	Well functioning support services
Facilitate the development of a culture of continuous quality improvement to	Annual Quality Assurance report of services and processes	Annual assessment report on services produced	IQA Unit	Mature quality culture at FBC

achieve academic excellence				
Identify areas of weakness within academic and pedagogical spheres which require the attention of management through regular evaluation processes	Design questionnaire for students on staff rapport, teaching skills, method of delivery etc Identify areas of weakness on annual quality assurance report. Actions taken to address weakness	Completed questionnaires	IQA Unit	Improved teaching and academic performance

Implementation Plan (Costing)

Activity	**Sub - Activity**	**Time Frame**	**Cost**
Develop a one week teacher training programme for new faculty	Printing Lunch for meeting (max 20 people) Remuneration for facilitator	One every year for 5 years	Lunch for training = 20 persons per day @ \$10 per person = \$1000 per week **\$5,000 for the five years** Printing cost for training materials = \$250 per year **(\$1000 for five years)**
Procure modern teaching tools/ software (e.g. white board and makers, teaching videos, projectors and screen etc for each department in the college)	White boards for all classrooms Makers for white board Projectors and screens teaching videos Software and teaching apps and packages	2019 - 2020	\$3,000 to cover 25 departments/institutes etc = **\$75,000**
Draft and validate a QA policy for	4 meetings to draft the	First Year - 2019	Four meetings lunch

FBC	policy One day validation of Policy		= $800 Printing materials = $500 Refreshment for validation = $150 subtotal = **$1450**
Identify office space for IQA unit. Appoint/recruit IQA officer(s)	Same as activity	2019 2019	No cost (identify a facility for use)
Hire a consultant to train all faculty in student- centred learning in phases	Consultant hired and term agreed Air ticket and per diem	2019(or 2020 latest)	$ 2,000 $2,000 X 3 subtotal = **$8,000**
Develop staff evaluation form Conduct staff evaluation assessment Analyse the evaluation forms Send feedback to staff for areas of improvement where necessary		2019 Continuous	Stationary cost for the forms = $1,000 Analysing the forms = $2,000 Subtotal = **$3,000**
Identify & recruit IQA officer IQA ensure QA processes in administration, academic and support services		Continuous	Cost of stationary for addition printing, memos etc whilst monitoring the QA process = **$1,500** for five years
IQA unit annually conduct assessment on services rendered to staff and students	Draft and administer questionnaire to conduct assessment	Continuous	cost of stationary = **$2,000** for five years
Annual Quality Assurance report of services and processes	Draft the report print the report Circulate the report	Commence in 2019	Printing cost for report to all = **$2,500** for five years
Design questionnaire for student on teaching skills, method of delivery etc	Design the questionnaire Distribute the	2019 Continuous	Stationary cost for the entire five years = **$5,000**

Identify areas of weakness on annual quality assurance report. Actions taken to address weakness	questionnaire Evaluate the report QA officer recommend to management for necessary action		

Pillar: Research, innovation and development

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
University 0n-campus research capability enhancement	Each department to provide up to date **inventory** and information on status of lab equipment The provision of on-campus laboratories with up-to-date equipment, chemical and solutions as the case may be.	Research output of department/faculty made known Better results from research and experiments	HOD/Dean	Impressive research image of the University made visible
University to show-case its research readiness to clients	Encourage each department/faculty to disseminate information on its research –readiness in specified areas of research	Information on research capability of department/faculty made available	HOD/Dean	Research capability of University made visible Court and attract more clients with research assignments Attract projects and funding
University human research capacity enhancement	Introduce annual research training program for faculty members on current research writing and presentation skills Introduce annual research training program for students on current	Departmental research bulletins and journals	HOD and Dean	Improved research output through presentations and publications

	research writing and presentation skills			
	Update skills in software technology skills useful for research		FBC Admin	
	Compulsory requirement that faculty accomplish minimum of two seminar presentations per year	Department/faculty notice	Dean	
	Compulsory requirement that students participate in at least one seminar per year	Department/faculty circular/memo	HOD and Dean	Organised research plan/agenda
Boost University's internal capacity and output	Identify areas of strength and weakness on annual research output. Recommend actions to be taken to address weakness		HOD and Dean	
	Organise annual students' research competition		Senior faculty members, HOD and Dean	
	Compulsory requirement that every faculty produces 1 research bulletin/journal per year.		HOD and Dean	
	Encourage faculty members to utilize and co-author the researches and dissertations with students.	Faculty/department researches presented in scientific for a or published	HOD and Dean	Research culture enhanced
	Every department to provide an annual research plan and agenda.			
Enhance the Research extension image of the University.	Each department to adopt an industry, government unit, community or NGO as its **research client**	Research extension plan/program of the University made available	HOD and Dean	More research clients of the University attracted and engaged.

Implementation Plan

Activity	Sub - Activity	Time Frame	Cost
Annually conduct assessment on research-readiness of department/faculty	Draft and administer questionnaire to conduct assessment	Continuous	cost of stationary = **$2,000** for five years
Evaluation of annual faculty research output	Draft and administer questionnaire to conduct evaluation	annually	cost of stationary = **$500**annually
Annual research output report of services and accomplishment of department/faculty	Draft, print and circulate the report	Commence in 2019	Printing cost for report to all = **$2,500** for five years
Procurement of research equipment for various laboratories	Each department/faculty to submit comprehensive list of laboratory requirements	Annually	$1,000,000
Training of faculty in state-of the art research technologies and presentation skills	Hire a consultant	One every year for 5 years	$150 per year Sub total $750
Production of faculty research journals, bulletins and newsletters.	Reactivation of faculty research journals, bulletins and newsletters.	-	(Captured under academic programs.)
Annual students' research forum	Organise a committee for implementation	One every year for 5 years	$100 per year Total $ 500

Conduct visitation and outreach activities of faculty and students to the domains clients'	Identify relevant industries, NGOs, etc.	5 visitations per year over the next 5 years	$5000 per year, subtotal $ 25,000
Forging research linkages and collaborations with other universities and research institutions	5 meetings of in-country universities/institutions per year	Annually	$18,000/yr = $90,000 for 5 years
	2 international exchange visits	Annually	$10,000/yr = $50,000 for 5 years
Research conferences, workshops and seminars	Locally/international Key note speaker Meals (tea break, lunch, conference dinner)	Biennial	$10,000
	Faculty seminar series	Monthly (60 series in 5 years)	$30,000
	Workshop	25 workshops	$50,000

Student Services Implementation Plan

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
Restore the respectability that students deserve as the most important client of the college	Induction workshop for all newly recruited staff	Decreased complaints from students about mistreatment from staff	FBC Registry	Student respectability restored
Re-introduce personal tutor program/student guidance/ career counseling	Set/establish minimum staff: student ratio so that there would be enough staff to allocate to every student	Sustained manageable staff: student ratio. Every student assigned a personal tutor	Asstant Registrar: Student Welfare	Each and every student assigned a personal tutor/guidance counselor
finance/ support needy students; those that lose source of funding during their stay in the college e.g.	Lobby government, philanthropist and private sector to create an endowment fund. Invest	No student drops out of course for reason of of lack of funds	College Finance Office	Endowment fund established and operational. Incidence of

through death of parent	and use dividend to finance objective			students failing to complete their programs of study for lack of financial support eliminated
Remove obstacles in the path of students campus accommodation	Fast track hostel renovation and make these available to students at affordable cost	Increased number of students with campus accommodation	Warden's Department	All students desirous of campus accommodation catered for Improved regularity and punctuality of students at lectures and other academic activities
Objective	**Activity**	**Key Performance Indicator**	**Responsible Unit**	**Outcome**
Introduce evaluation of performance of lecturers by students	Design suitable questionnaire and instruct students on its completion	Record of collated evaluation forms Defaulting lecturers warned; cooperative lecturers recognized	Heads of Departments	Objective assessment of lecturers by students available to inform authorities on lecturers periodic appraisal
Capacitate the college to fully address the health/medical needs of students especially during exams	Expand medical facilities to reflect the current student population Induction training for college medical staff	Bigger hospital Greater/better medical supplies Report of training available	Senior Medical Officer, FBC hospital	Greater access to medical facilities by students. Improved state of health of students
Make field trips, for which students have paid a reality	HoDs to ensure that this is realized. Fix a particular period within the academic calendar for this purpose	Report of personal experience by each student	HoDs and Lecturer in charge of field trips	Knowledge and skills gained; job opportunity for graduates
eliminate external				

hindrances to students' progress				
minimize obstacles in the registration process	Introduce online registration and train students on its use	Facility for online registration and Report of training available	Registry/Deans of faculties/ HoDs	Timely registration of students. Forestall removal of students from exams
develop robust legislation that would safeguard students from sexual, financial and other forms of harassment especially at the hand of staff	Review current code of ethics for staff of the college to take on board recent unacceptable/worrisome development	Reviewed code of ethics produced	Registry	Improved image of college ;public confidence in the institution enhanced
revive/replace defunct scholarship schemes (e.g. EEC) and revert the current Sierra Leone Government grant-in-aid to the former full fledge awards	Engage govt. of S/l through the Min. of Higher education to revert to full fledge awards and lobby potential organization to set up scholarship funds	Increased number of bursaries Financial assistance to students increase substantially	Registry	Greater access to college, increase human resource; improved performance
eliminate all forms of discrimination/prejudice: racial, tribal/ethnic, religious, gender directed towards students	Sensitize, by way of memos, staff meetings etc., college staff on these issues with penalties for defaulting staff	Reduced disaffection among students gauged through regular students' perception surveys	Registry	Institution that is devoid of all forms of discrimination
improve on the teaching-learning environment in all areas in general but more so in the faculties of Pure and Applied Sciences and Engineering	Construct/renovate existing facilities and equip these adequately to reflect modern ways of delivery and carrying out laboratory work	Increased number of well equipped lecture rooms, laboratories etc.	Registry	Conducive teaching-learning environment reflective of current trends with well equipped labs and lecture facilities
facilitate students internship program industrial attachment	HoDs to appoint lecturer in charge or this aspect	Reports from students received by Hods	Lecturer in charge of internships	Rounded students ready for the job market in their fields

				of study
reactivate potential students out-reach programs /visits by college staff to senior secondary schools	Organize visits to senior sec. schools to raise awareness of pupils on choice of subjects, admissions requirements etc.	Reports by visiting teams	Deans of faculties	Pupil's awareness enhanced. Better placed to make choices and chances of meeting admission requirements improved. Boost calibre of students admitted
embark on programs that ensure that students develop self-esteem and confidence seminars etc	Frequent seminars, viva voce, presentations etc Encourage students department and faculty orientation with motivational speakers, role plays etc.	Records of sessions	Deans of faculties; HoDs; lecturers	Improved Student self-esteem and confidence. Render graduates more competitive in the job market
Expand communication skills program beyond first year/ intensify it in year 1 so that the objectives of the program become perceptible/observable	Review existing curriculum in communication skills to make it more relevant Device more effective delivery methods Closely monitor the teaching of communication skills Organize debates/discussions for students	Reviewed curriculum Records of new delivery approaches Reports of monitoring Performance of students	Languages department	Students with improved communication skills improved image of the college
encourage the organization of job fairs and adaptive training for the outside world	Engage government HRM office and private sector to organize regular job fairs	Reports of job fairs Number of graduates employed	PRO, HRM(FBC)	More graduates secure jobs. Reduce frustration of jobless graduates

Provide recreational facilities for students	Identify existing recreational facilities and upgrade them. Introduce novel ones	Number of upgraded facilities	Games and Sports Department	Psychomotor domain of students developed; room for affective domain to be strengthened
Establish students' complaint channels	Add task to the job description of the asst. registrar student affairs if one currently exists, otherwise create such a post/office	Appointment of officer in charge of students complaints	Registry	Students assured of formal system of channeling their complaints
Secure the services of RTAs for tutorials with proper guidance. Revive, strengthened and monitor	HoDs and Deans to track potential students for this purpose and groom them accordingly and make recommendations for their recruitment	Increase in number of RTAs Drop in failure rate Enhanced performance of students	HRM	Academic and professional standing of graduates improved and hence stand better chance of securing good jobs
Induce fear of God and discipline into students	Develop a unit in foundation studies and increase credit hours proportionately to cater for lectures/role plays/counseling sessions/motivational speakers etc. on Violent social clubs Cultism etc. Get student to understand that they should pay their fees and register on time	Unit developed	College Chaplain in collaboration with Deputy Registrar and Languages Department	More responsible students/graduates; incidence of deaths during initiation ceremonies forestalled

FINANCIAL PLAN FOR STUDENT WELFARE AND SERVICES

No.	**Activity**	Unit	Quantity	Timeline	USD	USD
1	Induction workshop for all newly recruited staff	workshops	5	On-going	0	-
	Set/establish minimum staff: student ratio so that there would be enough staff to allocate to every student	-	0	0	0	-
2	Lobby government, philanthropist and private sector to create an endowment fund. Invest and use dividend to finance objective	Meetings	1	2019	500	500.00
	Fast track hostel renovation and make these available to students at affordable cost	0	0	0		-
6	Design suitable questionnaire and instruct students on its completion	Worshop	15000	2019	0.5	7,500.00
	Expand medical facilities to reflect the current student population	Additional staff	12	2019	0	-

		World Health Days	5	2019	2000	10,000.00
	Induction training for college medical staff	Training	1	2019	500	500.00
	HoDs to ensure that this is realized. Fix a particular period within the academic calendar for this purpose	Intrenship	5	2019	1000	5,000.00
						-
	Introduce online registration and train students on its use	Training of Students and Staff	4	2019	3000	12,000.00
7	Review current code of ethics for staff of the college to take on board recent unacceptable/worrisome development	Consultant	1	2019	4000	4,000.00
	Engage govt. of S/l through the Min. of Higher education to revert to full fledge awards and lobby potential organization to set up scholarship funds	Meeting	1	2019	500	500.00
	Sensitize, by way of memos, staff meetings etc., college staff on these issues with penalties for defaulting staff	Meetings by faculty (4)	5	2019	500	10,000.00

	Construct/renovate existing facilities and equip these adequately to reflect modern ways of delivery and carrying out laboratory work	Construction	5		0	-
		Renovation		2019		
	HoDs to appoint lecturer in charge or this aspect	Industrial Attachment	4	2019	1000	4,000.00
	Organize visits to senior sec. schools to raise awareness of pupils on choice of subjects, admissions requirements etc.	Cost to Visit schools	5	2019	2000	10,000.00
	Frequent seminars, viva voce, presentations etc	Seminars by Department	5	2019	1000	5,000.00
	Encourage students department and faculty orientation with motivational speakers, role plays etc.	Meetings	5	2019	500	2,500.00
8	Review existing curriculum in communication skills to make it more relevant	Meetings	40	2019	500	20,000.00
	Device more effective delivery methods	Projectors	30	2019	500	15,000.00
	Closely monitor the teaching of communication skills	0		2019	0	-

	Organize debates/discussions for students	Meetings	5	2019	1500	7,500.00
	Engage government HRM office and private sector to organize regular job fairs	Meetings	5	2019	1000	5,000.00
	Identify existing recreational facilities and upgrade them. Introduce novel ones	0	5	2019	0	-
9	Add task to the job description of the asst. registrar student affairs if one currently exists, otherwise create such a post/office	Staff	2	Yearly 2019-2023	500	1,000.00
10	HoDs and Deans to track potential students for this purpose and groom them accordingly and make recommendations for their recruitment	Meetings	2	Yearly 2019-2023	1000	2,000.00

11	Develop a unit in foundation studies and increase credit hours proportionately to cater for lectures/role plays/counseling sessions/motivational speakers etc. on Violent social clubs, Cultism etc. Get student to understand that they should pay their fees and register on time	Meetings	5	On-going	1000	5,000.00

Governance and Management Systems **Implementation Plan**

Objective	Activity	Key Performance Indicator	Responsible Unit (s)	Outcomes
a) To ensure that the Organisation and Management structures match with the demand of Fourah Bay College by the end of 2023	a) Advertisement for vacant positions b) Shortlisting of Qualified Applicants c) Interviews d) Employment letters to successful candidates e) Induction/orientation of successful staff	a) Number of employment/ organisational changes to mandates and organogram b) Orientation conducted for the new employees	REGISTRY	Adequate staff complement
b) To improve corporate image of Fourah Bay College (re-branding) by the end of 2023.	a) Radio discussions b) TV Programmes c) Newspapers Advert d) Research and development activities e) Regular improvements and re-engineering programmes- both to improve the quality and access to the programmes f) Use of experts from affiliated institutions and within the college	a) Number of radio and TV programmes b) Number of Newspaper Advert c) Number of Research and development activities d) Number of New programmes introduced e) Expert visits and exchange for the year	DEANS, HOD AND REGISTRY	FBC rated high at both nationally and internationally
c) To enhance FBC's visibility through its programmes and infrastructural development	a) Construction of additional office buildings and accommodation for staff and students on the unutilized land	a) Additional offices and accommodations Constructed b) Number of New courses Introduced c) Number of Public		FBC Rated High

	b) Development of New courses, including regular short courses c) Organisation of public lectures, seminars and workshops	Lectures, Seminar and Workshop		
d) To advocate for the enactment and effective implementation of gender responsive policies and programmes of Fourah Bay College	a) Development of the policy b) Printing of the policy c) Introduction of gender responsive programmes	a) Number of engendered college functions b) The number of gender responsive programmes introduced	OFFICE OF DVC AND REGISTRY	Equal opportunities at all level
c) To improve the effectiveness of Fourah Bay college planning system by the end of 2023	a) Periodic assessment of the strategic Plans b) Annual reviews of the plan c) Recruitment and motivation of staff involved in the planning process d) Identification, funding and access to relevant planning resources- equipment, office space, printing and stationery, up=-to-date ICT (including records management systems) e) Creation of appropriate linkages (planning stakeholders/'players')	a) Assessment Report b) Annual Review Reports c) Number of motivated staff recruited in the planning process d) The number planning resources used and funding acquired for this activities e) Number of Linkages created	REGISTRY AND PLANNING COMMITTEE	Adequate plans for FBC
f) To provide a framework for evidence based decision making by the end of 2020	a) Installation of electronic monitoring tools/Cameras in	a) Number of Installation of the CCTV and other electronic Monitoring	REGISTRY, IT DEPARTMENT,	A well secured environmrnt

	Examination Halls and classrooms b) Assessment of Lecturers (by students, Heads of Departments, Deans, FBC Registry and the Office of the DVC. c) Use of the office of the warden of students and residents matrons to monitor and record the behaviour of students and their visitors d) Use of the office of the chief security, resident police post and the registry to monitor the access and use of the properties of the college	tools b) Lecturers assessed by the students, HODs, Deans and the Office of the DVC c) Monitoring Reports of Warden and Matrons on the behavior of students and visitors d) Monitoring Report of the Security apparatus on campus	SECURITY, WARDEN'S/MATRON OFFICE	
g) To establish effective monitoring and supervision of all key activities (including recreational – eg. sporting programmes)	a) Establishment of a strong Internal Audit system	a) Internal Audit Report	Internal Auditors	Sporting activities fully operational
h) To develop realistic policies for all key activities of the college, including student activities and cultism. The following policies are operational: the Human Resource Policy; the Research and Innovations Policy; the Management and	a) Reviews of Existing policies-HR, Admin, Procurement, Fin. Management, Examinations, Sexual harassment, Dress codes, etc b) Designs of new policies-ICT, Equal Opportunity,	a) Reviewed existing Policies b) New Policies on ICT, Equal Opportunity, Funding and International Relations e.g Affiliations, staff and Student exchange c) Number of realistic	Registry	Policies available for all key activities in the college and fully operational

Administration of the Graduate School Policy; the Accommodation Policy; the Examination Policy; the Internship Policy; the Library Policy; the Exemption Policy; the Harmonisation of Fees Structure with Academic Policy; the Fees Policy; the Communication Policy; and the Risk Management Policy.	Funding, International Relations (eg Affiliations, staff and student exchange) ect.	operational manuals produced for each key function- Administration, Human Resource, ICT, Procurements, Financial Management (including funding).		
c) To ensure a realistic Health Service and sanitation delivery systems	a) Expansion of the security network b) Renovation to the existing infrastructures for value for money health, sanitation and security service delivery systems c) Recruitments and training of appropriate staff to promote the performance of all staff in the deliveries of Health, Sanitation and Security Services. d) Acquisition of relevant and appropriate equipment and other facilities and repairs and maintenance of the existing infrastructures (e.g buildings and	a) The Security network is expanded b) The existing infrastructures of Health, Sanitation and Security services Renovated c) Number of appropriate staff recruited in the Health, Sanitation and Security services d) Relevant equipment are available for the Health, Sanitation and security sector in the college e) Monitoring Report of the occult practices on campus f) Report on the reduction of significant reduction on theft	Registry and FBC Hospital	Health and Sanitation facilities and operators readily available and effective.

	equipment) for Health, Sanitation and Security Services. e) Regular monitoring and supervision of staff to ensure significant reductions in the loss to lives and properties on campus and eradication of all forms of Cultism on campus f) Eradication (or significant reduction) of reports on incidences of theft and attack on the lives of residents and movements of people on campus.			
d) To ensure that there is a realistic security policy (ie covering appropriate security services and a competent, motivated and reliable security staff)	a) Develop a security policy b) Train the needed staff to understand and implement the policy	a) Policy developed on security issues b) Number of staff trained on the security policy	Registry and Security Unit	Security policy and staff available and the campus relatively secured
e) To ensure that Peace and stability be entrenched in the administrative and management structures of the college.	a) Engage, Monitor and Supervise the security personnel b) Provide appropriate facilities for the security staff c) Institute effective controls over the security staff.	a) Monitoring report on the security personnel b) Adequate facilities are provided for security staff c) Control report on Security Staff	Registry, Deans, Directors and HODs	A peaceful atmosphere in and around FBC

f) To eradicate all forms of Occult and other unlawful practice on campus	a) Establish a detailed and appropriate surveillance system b) Design and implement appropriate policy to prevent, detect and control occult practices c) Set a committee to ensure adherence to the policy	a) Established a surveillance committee on all cult activities on campus b) Expanded security network	Registry, ICT, and security	No feasible Occult activities on or around the vicinity of FBC campus
g) To establish realistic, complete, understandable and reliable information and records management systems.	a) Maintenance and regular updates of all records dealing with staff, students, visitors, government of Sierra Leone and other financiers and other stakeholders of the college b) Creation and equipment of relevant offices for records management activities c) Repairs and maintenance of the existing achieve centre and motivation of the achieve staff.	a) Detailed database for each student, staff, visitor and all key stakeholders (including the Government of Sierra Leone and other financiers) b) Acquisition of relevant and appropriate machines (Computers) c) Relevant offices for record management created d) Existing achieve centres repaired and staff motivated	Registry, ICT and Library	FBC fully digitized
d) To develop an internal audit manual relevant to the operations of the college	a) Training and development of the newly recruited and existing internal audit staff.	a) Trained and developed Internal Audit staff b) Audit software purchased	Internal Audit Department/Unit and office of the DVC	Internal Audits are guided and operating according to Manuals

	b) Identification and usage of appropriate resources for effective internal auditing (i.e. software, office space, equipment, stationery and printing materials, filing system and other linkages) c) Production of realistic internal audit manuals and programmes d) Regular supervision of and reporting on the internal audit processes, with input from the central university internal auditing systems e) Actions taken on all internal audit recommendations f) Collaborations between the college's internal audit function and the university's internal audit functions, the external auditors (e.g. Audit Service Sierra Leone), the National Revenue Authority (NRA), the National Social Security	c) Internal Audit manual d) Stationery available for Audit staff e) Supervision report of the Internal Audit Process f) Responses on audit recommendations g) Assessment report on collaboration with the University Internal Audit, NRA and NASSIT		

	and Insurance Trust (NASSIT), the Insurance Companies and other Key stakeholders connected to compliance with statutory obligations			
g) To recruit, train and adequately motivate the internal audit staff.	Same (f)		Registry	A well-motivated Audit staff with prompt Audit report
h) To ensure that appropriate and complete identification systems are introduced and maintained for all students and staff of the college	a) Creation of realistic and identifiable responsibility centres (e.g faculties, Institutes, Departments (Academic and Administrative) and other locations to trace and account for all students' and staff numbers and other details b) Establishment of an updated, detailed and complete data base for all students and staff c) Timely production of identification cards (unique, complete, appropriate, realistic, understandable and updated) produced for each student and staff	a) Responsibility Centres created b) A detailed completed Database for all students and staff c) The ID cards for all students and Staff	Registry and ICT department	A modernized ID Cards produced for both Staff and students
i) All governance and	a) Organise a regular	a) Munites of the	Registry and DVC	Reliable and prompt

management organs of the College meet on a regular basis.	meeting to discuss relevant issues concerning the college,	Governance and management meetings		decision making body exists
j) The improvement and digitization of the Central Registry as a one-stop centre for all information about the University.	a) Establish a digitize central Registry that provides detailed information on all students (past and present) b) Provide online application system	a) A digitized registration system provided for all students b) Online applications processes operational	Registry and ICT	Timely provision of information for all students and staff
k) To Acquire additional buses (ie. double cabin and coaster vehicles)	a) Acquire additional buses to ease the transportation system of the college.	a) Number of additional buses purchased for the college	Transport Committee and Finance	Adequate transportation system available for both students and staff.

FINANCIAL PLAN FOR GOVERNANCE AND MANAGEMENT SYSTEM

No.	**Activity**	Unit	Quantity	Timeline	unit cost USD	Total USD
1	Reviews of Existing structure (FBC organogram) Job descriptions and specification (including Departmental structure	workshops	2	2019	5000	10,000.00
		meetings	4	2019	500	2,000.00
2	Recruitments of Required staff	Advert	5	2019	50	250.00
		Meetings	2	2019	5000	10,000.00

3	Research and development activities	Meetings	2	Yearly	500	1,000.00
4	Regular improvements and re-engineering programmes- both to improve the quality and access to the programmes	meetings	2	Yearly	500	1,000.00
5	Use of experts from affiliated institutions and within the college	Visits	1	Yearly	10000	10,000.00
6	Construction of additional office buildings and accommodation for staff and students on the unutilized land	Admin	1	2019	4000000	4,000,000.00
		Security	1	2019	1000000	1,000,000.00
		Lecturers	1	2019	2000000	2,000,000.00
		Classroom	1	2019	1000000	1,000,000.00
		Health and Sanitation	1	2019	200000	200,000.00
		Records Management	1	2019	200000	200,000.00
		Warden of Students and Matron	4	2019	150000	600,000.00
7	Acquisition of Furniture, fixtures and fittings	Admin	1	2020	10000	10,000.00
		Security	1	2020	5000	5,000.00
		Lecturer Rooms/classe s	1	2020	20000	20,000.00
		Students'	5	2020	50000	250,000.00

		Hostels				
		Office of Lecturers	4	2020	20000	80,000.00
		Health and Sanitation	1	2020	10000	10,000.00
		Records Management	1	2020	10000	10,000.00
		Warden of Students and Matron	1	2020	8000	8,000.00
8	Acquisition of Equipment- Computers and Accessories	4 Faculties	40	2020	1500	60,000.00
		30 Departments	30	2020	1500	45,000.00
		Security Unit	2	2020	1500	3,000.00
		Health and Sanitation	3	2020	1500	4,500.00
		Records Management	3	2020	1500	4,500.00
		Warden of Students and Matron	5	2020	1500	7,500.00
9	Development of New courses, including regular short courses	Meetings	2	Yearly 2019-2023	500	1,000.00
10	Organisation of public lectures, seminars and workshops	meetings	2	Yearly 2019-2023	1000	2,000.00
11	Production of relevant and appropriate policies	HR policy	1	2019	6000	6,000.00
		Admin policy	1	2019	6000	6,000.00
		ICT policy	1	2019	6000	6,000.00

		Security policy	1	2019	6000	6,000.00
		Sexual Harrassment policy	1	2019	6000	6,000.00
		Dress Code policy	1	2019	6000	6,000.00
		Procurement Policy	1	2019	6000	6,000.00
		Examination policy	1	2019	6000	6,000.00
		Financial Management/ Accounting policy	1	2019	6000	6,000.00
		Others	6	2019	6000	36,000.00
12	Introduction of gender responsive programmes	Meetings	2	2019	200	400.00
13	Periodic assessment of the strategic Plans	meetings	2		200	400.00
14	Recruitment and motivation of staff involved in the planning process	See 2	1		0	-
15	Identification, funding and access to relevant planning resources-equipment, office space, printing and stationery, up-to-date ICT (including records management	Internet Facilities	1		?	#VALUE!

	systems)					
		Stationery	5		2000	10,000.00
16	Creation of appropriate linkages (planning stakeholders/'players')	Internet communications			Nil	#VALUE!
17	Acquisition and Installation of electronic monitoring tools/Cameras in Examination Halls and classrooms	Lecture rooms				-
		Examination Halls				-
		Startegic Locations				-
18	Assessment of Lecturers (by students, Heads of Departments, Deans, FBC Registry and the Office of the DVC.	Development and printing of assessment forms	8000	Yearly 2019-2023	0.5	4,000.00
19	Use of the office of the warden of students and residents matrons to monitor and record the behaviour of students and their visitors	meetings	0	Yearly 2019-2023	0	-

20	Use of the office of the chief security, resident police post and the registry to monitor the access and use of the properties of the college	meetings	0	Yearly 2019-2023	0	-
21	Reviews of Existing policies-HR, Admin, Procurement, Fin. Management, Examinations, Sexual harassment, Dress codes, etc	meetings	5	Yearly 2019-2023	200	1,000.00
22	Designs of new policies-ICT, Equal Opportunity, Funding, International Relations (eg Affiliations, staff and student exchange) ect.	See 9	0	2019	0	-
23	Expansion of the security network	See 2, 7, 8 and 9	0	2019	0	-
24	Renovation to the existing infrastructures for value for money health, sanitation and security service delivery systems	Renovation	0	2019	0	-

25	Recruitments and training of appropriate staff to promote the performance of all staff in the deliveries of Health, Sanitation and Security Services.	See 2	0	2019	0	-
26	Acquisition of relevant and appropriate equipment and other facilities and repairs and maintenance of the existing infrastructures (e.g buildings and equipment) for Health, Sanitation and Security Services.	See 6, 7 and 8	0	2019	0	-
27	Regular monitoring and supervision of student to ensure significant reductions in the loss to lives and properties on campus and eradication of all forms of Cultism on campus	See 17	0	Yearly 2019-2023	0	-
28	Eradication (or significant reduction) of reports on incidences of theft and attack on the lives of residents and movements of people on campus.	See 17	0	2019-2023	0	-

30	Train the needed staff to understand and implement the policy	See 2	0	2019-2023	0	-
31	Engage, Monitor and Supervise the security personnel	meetings	10	2019-2023	200	2,000.00
32	Provide appropriate facilities for the security staff	See 6, 7, 8 and 9	0	2019	0	-
33	Institute effective controls over the security staff.	See 17	0	2019-2023	0	-
34	Establish a detailed and appropriate surveillance system	See 17	0	2019-2023	0	-
35	Design and implement appropriate policy to prevent, detect and control occult practices	See 9 and 17	0	2019	0	-
36	Set a committee to ensure adherence to the policy	meetings	1	2019	200	200.00
37	Maintenance and regular updates of all records dealing with staff, students, visitors, government of Sierra Leone and other financiers and other stakeholders of the college	meetings	1	2019-2023	5000	5,000.00

38	Creation and equipment of relevant offices for records management activities	See 6, 7, 8 and 9	0	2019	0	-
39	Repairs and maintenance of the existing achieve centre and motivation of the achieve staff.	See 6, 7, 8 and 9	0	2019	0	-
40	Training and development of the newly recruited and existing internal audit staff.	See 6, 7, 8 and 10	0	2019	0	-
41	Identification and usage of appropriate resources for effective internal auditing (i.e. software, office space, equipment, stationery and printing materials, filing system and other linkages)	Software		2019	?	#VALUE!
42	Production of realistic internal audit manuals and programmes	See 9	0	2019	0	-
43	Regular supervision of and reporting on the internal audit processes, with input from the central university internal auditing systems	Audit Report	0	2019-2023	0	-
44	Actions taken on all internal audit recommendations	meetings	5	2019-2023	500	2,500.00

45	Collaborations between the college's internal audit function and the university's internal audit functions, the external auditors (e.g. Audit Service Sierra Leone), the National Revenue Authority (NRA), the National Social Security and Insurance Trust (NASSIT), the Insurance Companies and other Key stakeholders connected to compliance with statutory obligations	meetings	5	2019-2023	500	2,500.00
46	Creation of realistic and identifiable responsibility centres (e.g faculties, Institutes, Departments (Academic and Administrative) and other locations to trace and account for all students' and staff numbers and other details	meetings	1	2019	200	200.00
47	Establishment of an updated, detailed and complete data base for all students and staff	See 6, 7 and 8	0	2019	0	-
48	Timely production of identification cards (unique, complete, appropriate, realistic,	Production of Identification card for students	8000	2019	5	40,000.00

	understandable and updated) produced for each student and staff					
		Production of Identification card for staff	2000	2019	5	10,000.00
49	Organise a regular meeting to discuss relevant issues concerning the college,	meetings	10	2019-2023	200	2,000.00
50	Establish a digitize central Registry that provides detailed information on all students (past and present)	See 6, 7 and 8		2019	0	-
51	Provide online application system	Development of Website/ upgrade	1	2019	?	#VALUE!
52	Acquire additional buses to ease the transportation system of the college.	Buses	3	2018-2023	?	#VALUE!
						#VALUE!

Human Resource Capacity Development

Human resource is one of the key determinants of the success of any tertiary institution, particularly a University. Staff recruitment and retention contribute greatly in the fulfilment of our institutional mission. The human resource function will be managed strategically in line with the College's focus on learner centeredness, research driven and knowledge transfer partnerships.

GOAL

To enhance the College's competitiveness in recruitment and retention of high quality personnel

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
To review the conditions of service and make it competitive by the year 2021	Develop and review HR Policy for FBC Review of conditions of service including Salary Scale and code of conduct for staff	• Staff/Student perception survey report • New Condition of Service	Registry (HR)	Productive and motivated workforce
To develop high standard of human resource performance by the end of 2020	Review and implement policy on periodic staff training and development	• Volume of work Output Task response time • New Policy on Staff Development and Training	Registry (HR)	Efficient workforce in the system
Develop and maintain high level support system by the end of 2021	Effective and efficient management of staff data for the work force of the college	• A data base of all staff adequately aggregated • Timely response to data request	Registry (HR)	Proper and efficient data management of the college

Activity	SUB Activity	Time Line	COST
• Developed and review HR Policy for FBC	• 4 meetings 1 workshop	• 1 Year (2019)	$800 $1500
• Review of conditions of service including Salary Scale and code of conduct for staff	• 4 meetings 1 workshop	• 1 Year (2019)	$800 $1500
• Review and implement policy on periodic staff training and development	• 4 meetings 1 workshop • 20 In-House training • Seminars (4)	• 1 Year (2019) • each Year 2019- • each Year 2019- • each Year 2019-	$800 $800 $8,000*5=$40,000 $4000
• Effective and efficient management of staffdata for the work force of the college	• Procurement of HR Software and other equipment • Training of Staff(4) • Data Mobilisation and Input	• 1 Year (2019) • each Year 2019- • 1 Year (2020)	$8000 $500*4=2,000 $1,000

Infrastructure

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
To increase additional lecture space by the end of 2023	i. Build more lecture room facilities. ii. Improve existing lecture facilities. iii. Develop e-class room facilities. iv. Develop Recreational facilities v. Develop the access road for tolling	Number of properties developed	Admin	i. Increase in the number of students ii. Increase in the number of convenient learning facilities iii. Improved infrastructure iv. Presence of Recreational facilities. Football field, Gymnasium, table and lawn tennis and basketball etc.
To identify, collect, make, preserve and hone cultural and historical monuments and artifacts (ensure the integrity landscape values, culture, history) by the end of 2022	i. Identify, collect, develop or Renovate existing monuments and artifacts ii. Make memorabilia using enduring legacy and glorious past of the college.	Quality/quantity of well-designed and maintained landscapes/structures (roads, open spaces, signage, demonstration sites, galleries, museums, herbaria, aquaria,) Show rooms for display and sale of memorabilia	Admin	Preserve the historic artifacts Money generated from sale of artifacts and memorabilia
To re-organize and enhance the efficient running and management of Laboratory facilities in FBC by the end of 2022	i. Resuscitate, rehabilitate and Renovate Labs in key lab utilizing faculties and departments	Space per staff/student (Library, Lecture, Research, areas of convenience)		i. Improved learning facilities ii. Research promotion iii. Practical display by students

To improve the efficient and effective management of physical assets and resources such as classrooms, laboratories, equipment and estate etc. by the end of 2022	i. Departmental timetable	Number of well-equipped, accredited central and unit laboratories		Efficient and effective learning Spacious and hygienic classrooms, theatres and laboratories

Information Communication Technology (ICT)

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
To increase the student book ratio from the current 1:3 to 1:10 by the end of 2023	i. enhance the library with internet connectivity ii. Procure contemporary books iii. Seek for book donations iv. Develop e-library	i. Student: book/journal ratios ii. Chair: library user ratio iii. Effective and sustained internet connectivity	Administration	Increase in the student book ratio Internet friendly library More e-books /virtual text Healthy/thriving download sites and apps

	systems			Virtual book cataloguing
To ensure optimal utilization of library resources by the end of 2023	Develop a library management system Digitize rare and important historical/monumental document.	i. Number of automated library functions ii. Level of utilisation of library e-resources	Administration	i. Increased access to library resources ii. Increase in the library user ratio

Objective	Activity	Key Performance Indicator	Responsible Unit	Outcome
To enhance the quality and scope of ICT services in FBC by the end of 2020	i. Network adapt existing buildings ii. Extend internet to staff quarters	i. Appreciable internet user ratio ii. Equitable ICT access per student/staff per unit time iii. Breadth and versatility of ICT equipment in use in university academic and administrative programs		i. Increase in the internet user ratio ii. Creation of a campus network iii. Equal access to ICT resources ratio iv. Speedy work v. More internet visibility vi. Meeting timelines and due dates
To promote effective and appropriate utilisation of ICT resources by the end of 2020	Develop an I.C.T Policy	Policy adherence to policy ratio		i. Efficient and Effective use of ICT facilities ii. Control on the arbitrary request for ICT resources
To improve the electronic visibility of academic programs in the University by the end of 2022.	Develop an Official Website with email interactivity	Website visitors ratio		i. Export the image of the college ii. Create e-access to the college iii. Provide room for improved college ratings
Equip FBC with ICT literacy	User Training(staff & students) on the use of I.C.T	User efficiency and effectiveness ratio		i. Improved user capability ii. Improved performance

and productivity

LIBRARY SERVICES

Activity	Sub-activities	Timeline	Cost
Continually publish and update the University's intellectual output on the university website	Develop a database of intellectual output	i. Popularise the intellectual capability of the college ii. More and varied engagement with the college	

Infrastructure

Network adapt existing buildings	i. Survey to ascertain the possibilities of networking existing buildings ii. Network all existing buildings iii. E-facilities: a. Video-conference facility ✓ Video Conferencing Hardware ✓ LED & Plasma Screens ✓ Interactive LED Touch Screens ✓ Projectors & Interactive Projectors ✓ Interactive Whiteboards ✓ Touch Screen Table ✓ Audio set ups like boardrooms AV Control Systems b. e-learning facilities ✓ Access to Original Content ✓ The Development of Content into Courses ✓ The Provision of Courseware ✓ The Ownership of Courseware ✓ Hosting Technology and Support ✓ Access to Students ✓ Learning Management ✓ The Branding and the Certification of Programs and Students	5yrs	$100,000 per Yr.
Develop an I.C.T Policy	User Target: ✓ Technical ✓ General user	1yr	$5,000

Develop an Official Website with email interactivity	i. Basic Website Requirement: ✓ Domain Name: ✓ Hosting: ✓ Website Platform: ✓ Website Speed: ✓ SSL Security: ✓ SEO Friendly: ✓ Tracking and Analytics: ✓ Cross-browser Compatibility: ✓ Social Media Integration:	1yr	$30,000
User Training(staff & students) on the use of I.C.T	i. Beginners training on the use of I.C.T ii. Routine training on the use of I.C.T ✓ Technical training ✓ General user training	2yrs	In-house training
Develop a database of intellectual output	Collect all intellectual outputs for publishing	1	-

LIBRARY

Activity	Sub-activities	Timeline	Cost
v. Internet enhance the library **vi. Procure more recent books** **vii. Seek for book donations** **viii. Develop e-library systems**	Develop a library page on the website Develop library management systems using KOWA	2Yrs.	$10,000 per Yr.
Develop a library management system	Create user or student account Electronic library management	2Yrs.	$50,000

Gender and Disability Considerations
GOAL: To create an effective learning environment for all students devoid of discrimination/marginalization.

ACTIVITY COSTING
PILLAR: Gender Equality/Equity and Disability Considerations

	Goal	Objective	Strategy	Key Performance Indicator
Gender and Disability Considerations	To create an effective learning environment for all students devoid of discrimination/marginalization by the end of 2023.	To promote the idea of gender equality.	Mainstream gender education	Number of female students taking part in active student politics
		To provide a disability friendly infrastructural/ learning condition for students with disabilities.	Promote advocacy awareness programs around disability issues on college campuses	1. The provision of learning materials in braille for blind students 2. Use of sign language for the deaf
		To promote an atmosphere of participation for female students.	To review and update college regulations to address issues affecting students with disabilities	Number of buildings and lecture rooms that are disability friendly with rams for students in wheelchairs
		To promote the awareness that disability is not inability, and that students with disabilities deserve access to learning.	Develop a Policy of nondiscrimination for students.	Number of students with disabilities appointed as executive members into students' organizations

GOAL: To create an effective learning environment for all students devoid of discrimination/marginalization by the end of 2020.

ACTIVITY	SUB-ACTIVITY	TIME LINE	COST
Develop and roll out a gender equality/equity and disability policy	Consultancy services	2019	$4,000

To conduct sensitization programs for students and staff in their various departments	▪ Official communication to heads of departments. Administrative cost involved ▪ Hold workshop with heads of students departmental organizations	2019	$100 $500
Hold a gender equality/equity and disability conference annually	▪ Formation of a working-committee with the mandate to organize the conference ▪ Conference activity	2019-	$2,500 x 5=12,500
Prepare Billboards and Signposts with sensitization messages about gender equity and disability	Gender and disability activists to prepare messages for the billboards /signposts	2020	$2,000
Monthly radio and television sensitization programs on gender equity and disability	▪ Formation of a media committee to manage who should go on the radio and television, and the message to take there.	2021	$2,000
Organize a sensitization training workshop for Lecturers and Administrative staff on disability issues	Appoint Experts in gender and disability issues to organize the workshop	2019	$2,500
Conduct debates on issues of gender equality and disabilities	▪ Contact the lecturer in-charge of debate and public speaking at FBC to lead the process ▪ A meeting with the executive and membership of the Sierra Leone	2023	$2,000

	Debating Council – FBC Chapter, to inform them about their role in conducting these debates		
Hold sensitization focus group discussion with students on disability issues	Put together a communication and media team that consist of students and lecturers with better understanding of gender and disability issues	2019	$1,500
Prepare jingles of sensitization on issues of disabilities – to be aired out at various radio	Gender and disability experts to prepare messages for the billboards /signposts	2019	$1,000

Pillar: PARTNERSHIP AND COLLABORATION

GOAL: To strengthen relationship and enhance effective collaboration with our partners

Objective	Activity	Key Performance Indicator	Responsibility
Expose students and faculty to cutting-edge research and technological innovation through university exchange programmes	Identify universities and research institutions desirous of pursuing exchange programmes	Number of exchange programmes implemented	Departments; Faculties
Explore opportunities for university-private sector partnership through industrial attachments and visitation programmes	Identify and establish partnerships with industry, public sector institutions, and non-governmental organisations	Number of memoranda of understanding/agreements signed	Departments; Institutes; Faculties; Alumni Office
Strengthen the capacity of the Alumni Office to generate funds for the College	Build the capacity of the Alumni Office to deliver on its mandate Create investment opportunities through collaboration with the private sector (e.g. production and sale of FBC memorabilia)	Improved communication and networking A shopping outlet vending Fourah Bay College book and memorabilia	Alumni Office; ICT Office; Finance Office

		Number of contracts signed	
Initiate outreach programmes that promote research and other core functions of the University	Appoint an outreach coordinator from within faculty that will work with Departments and Institutes to promote research findings and innovations	Appointment of Outreach Coordinator; number of outreach activities organised	Deputy Vice Chancellor
Leverage government's free education policy to mobilise resources for the provision of quality teaching to our students	Lobby the Ministry of Technical and Higher Education for additional funding to the college	Financial resources received	Grants coordinator; SAFO
To explore external funding opportunities for the College	Establish a grants and donations account within the college	Grants and donations received	Grants coordinator; SAFO
	Assign responsibility to a dedicated faculty to source external funding for the college		
Build on existing partnerships and collaborative programmes with the public and private sector organisations	Renew agreements and memoranda of understanding with existing partners	Agreements and memoranda of understanding renewed	DVC's office
Push for legislation that mandates corporate bodies to contribute a percentage of their profits to university research and development	Develop policy paper on funding options for the College	Policy paper developed	DVC's office

Objective	Activity	Responsibility	Indicative Cost (USD)	Timeline
Expose students and faculty to cutting-edge research and technological innovation through university exchange programmes	**Identify universities and research institutions desirous of pursuing exchange programmes** • **Undertake study visits to two (2) universities in West and Eastern Africa** • **Send students (2) and Staff (1) to a university in West Africa on an exchange visit**	**Deans of Faculty/Heads of Department Students/Faculty**	**5 000 per Dept.** **15 000 per Dept.**	**Feb. 2019** **May 2019**
Explore opportunities for university-private sector partnership through industrial attachments and visitation programmes	**Identify and establish partnerships with industry, public sector institutions, and non-governmental organisations** • **Initiate working visits to local industries (3), relevant public sector institutions (2) and NGOs (3)** • **Industrial attachments for students/ Visitation**	**Heads of Department** **Students**	**500 per visit** **Based on student population**	**2019-2023** **2019-2023**
Strengthen the capacity of the Alumni Office to generate funds for the College	**Enhance the capacity of the Alumni Office to deliver on its mandate** • **Provide logistical support to the Alumni Office** • **Sensitisation visits to MDAs and private sector institutions** **Create investment opportunities through collaboration with the private sector (e.g. production and sale of FBC memorabilia)** • **Identify private company with capacity to produce FBC memorabilia** • **Negotiate contract for production of FBC memorabilia** • **Production and sale of FBC memorabilia**	**College Admin.** **Alumni Coordinator** **Alumni Coordinator** **SAFO** **Private Company/SAFO**	**3 000** **2 000** **500** **200** **N/A**	**2019** **2019** **2019** **2019** **2019-2023**
Initiate outreach programmes that promote research/innovation and other core functions of the University	**Appoint an outreach coordinator from within faculty that will work with Departments and Institutes to promote research findings and innovations** • **Work with University PRO and other stakeholders to organise quarterly seminars for researchers to showcase their research findings/innovations**	**Outreach Coordinator/PRO/ Researchers/Innovators**	**2 000 per Quarter**	**2019-2023**

	• Organise annual Open Day events (18th February)	Outreach Coordinator	3 000 per event	2019-2023
Leverage government's free education policy to mobilise resources for the provision of quality teaching to our students	Submit proposal to the Ministry of Technical and Higher Education for additional funding to the college to cope with influx of students	College Admin.	300	2019
To explore external funding opportunities for the College	Establish a grants and donations account within the college • Open a separate grants and donations account	SAFO	2 000	2020
	Assign responsibility to a dedicated faculty to source external funding for the college • Recruit and train a Grants Coordinator for the College	College Admin.	3 000 per annum	2020
Build on existing partnerships and collaborative programmes with the public and private sector organisations	Renew agreements and memoranda of understanding with existing partners	College Admin.	500	2019
Push for legislation that mandates corporate bodies to contribute a percentage of their profits to research and development	Develop policy paper on funding options for the College Advocate for the allocation of 2% of corporate tax to research and development	College Admin. Grants Coordinator/Outreach Coordinator	200 2 000	2019 2019

INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

Contents

1. Executive Summary
2. Historical Review
3. Method
4. Strategic Objectives
    i. Vision Statement
    ii. Mission Statement
5. Strategic Priorities
    i. Organization and Governance Structure
    ii. Infrastructure
    iii. Capacity Building
    iv. Research and Development
    v. Access and Quality Students
    vi. Quality and Relevant Curriculum
    vii. Information and Communication Technology
    viii. Financial Sustainability
    ix. Industrial and International Partnership and Alignment
6. Financial Projections
7. Key Performance Indicators
8. Action Plan
9. Strategic Monitoring & Review

Historical Background

The establishment of The Institute of Public Administration and Management (IPAM) can be traced back to the 1970 Government White Paper on Education. This involved proposals for closing the Civil Service Training College and transferring responseibility for the training of middle and upper level staff to Fourah Bay College, and that of the clerical cadre to the Freetown Technical Institute, respectively.

Subsequent reviews by the World Bank suggested the need for a more specialized establishment in public administration and management. Discussion between the World Bank and the Government of Sierra Leone culminated in the decision to establish the Institute of Public Administration and Management, as an institute of the University of Sierra Leone.

Funds were made available under the Second IDA Education Project for construction of a suitable accommodation for the Institute. The building on the site of the then Civil Service Training College was occupied in June, 1980, and the Institute started work I the 1980/81 academic year. The first course on Personnel Administration was a four-week programme, held from 16th February to 18th March 1981.

Over the following years of its existence, the Institute critically re-examined its founding objectives in the light of changes in both the local and international environment. These changes have informed the modus operandi of the Institute over the years, laying down the following objectives:

(a) To provide facilities for4 education and training in Public Administration, Management, and Finance for middle and senior level personnel in the Civil Service, Parastatal, and Private Sector organizations;

(b) Conduct research into problems in the fields of Public Administration, Management, Finance, Accounting, Entrepreneurship, Computer Studies and related fields;

(c) Provide advisory and consultancy services in Public Administration, Management, Finance, Accounting, Entrepreneurship, computer studies, and related fields;

(d) Encourage and act as a documentary centre in the fields of Public Administration, Management, Finance, Accounting, Entrepreneurship, and Computing;

(e) Organize training seminars, conferences and workshops in the fields of Public Administration, Management, Finance, Accounting, Entrepreneurship, and Computing;

(f) Collaborate with organizations and institutions (both nationally and internationally) with similar objectives;

(g) Provide courses leading to qualifications in the fields of Public Administration, Management, Finance, Accounting, Entrepreneurship, and Computing;

IPAM is one of the constituent colleges of the University of Sierra Leone. Like the other constituent colleges of the university, it operates under the authority of the University Senate for academic matters, whilst the University Court is the highest decision-making body of the university. The management of the Institute is governed in accordance with the dictates of the Universities Act, 2005.

Vision Statement

To be the most *effective*, *efficient* and *financially sustainable* institution of higher learning, responding to the *growing development needs* of Sierra Leone and the world at large.

Mission

IPAM will:

- use innovative pedagogy and research to continuously add to the body of knowledge in the areas of management and administration
- produce quality graduates that will meaningfully contribute to the national and global development agenda
- bridge the gap between knowledge production and industry to facilitate mutual profitability

Strategic Priorities

i. Organization and Governance Structure

IPAM is one of three constituent colleges of the University of Sierra Leone. Like other constituent colleges of the University, it operates under the authority of the University Senate and the University Court.

Founded in 1980 as a college for training personnel for the nation's Civil Service, IPAM, now the business arm of the three constituent colleges of the University of Sierra Leone (USL) produces high quality graduates at the undergraduate and postgraduate levels.

a. Administration and Management

The legal framework for the operation of the University of Sierra Leone is provided by the Universities Act 2005 as well as its statutes and ordinances. As a result, the

University's organizational structure is in accordance with the Act. It makes provision for the establishment of key academic and administrative positions.

The Deputy Vice Chancellor who is both Administrative and Academic head of the institution is responsible for:

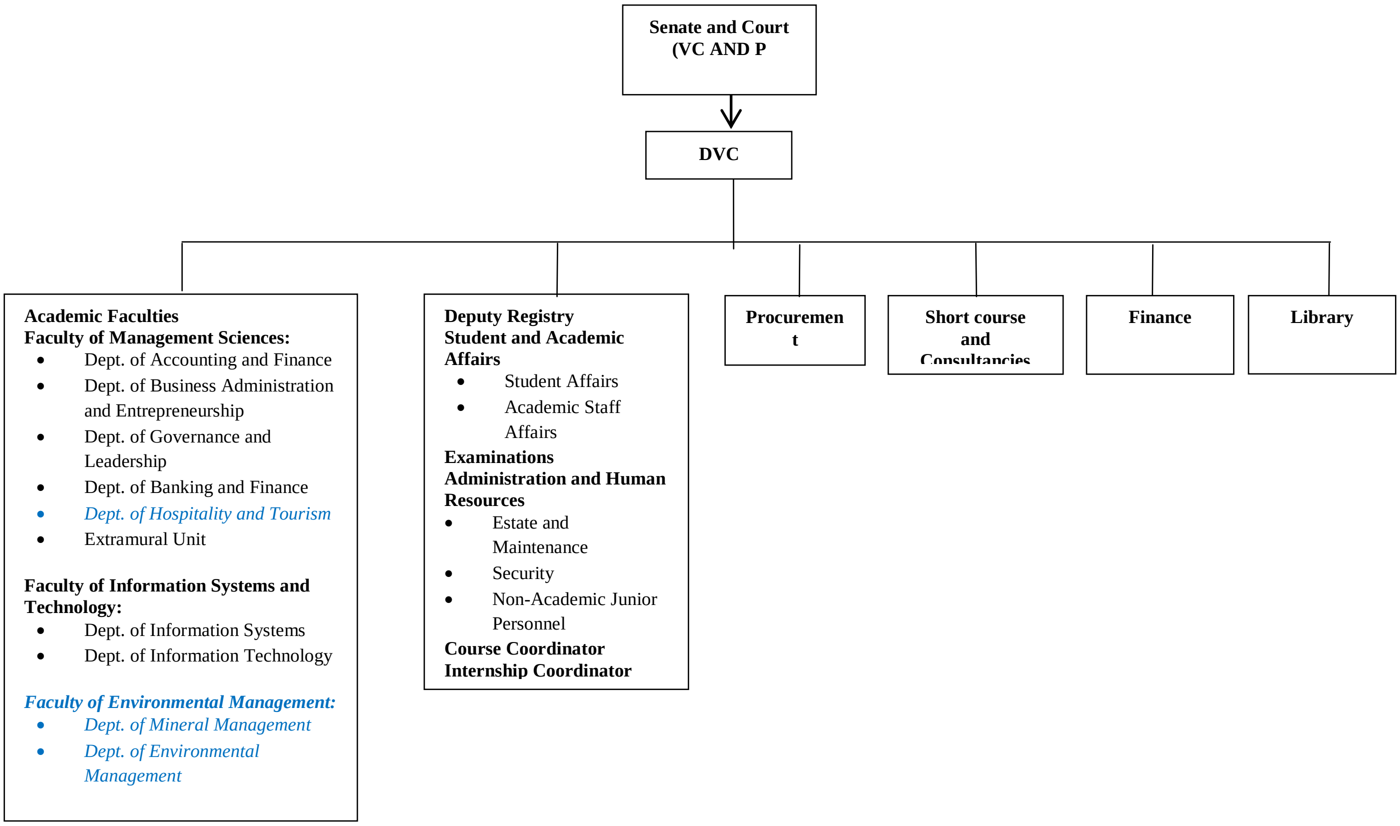
a. The supervision of teaching, research and community activities of Deans of Faculties, Heads OF Departments within the campus, under the direction of the Vice-Chancellor and Principal,
b. campus security;
c. student welfare, including the enforcement of the rules binding the conduct of students;
d. the provision of medical services' and
e. any other duties assigned to him by the Vice-Chancellor and Principal

The DVC is also the vote controller of his or her campus. Administration and Management of the campus is carried out mainly through the Operations Management Team (OMT) comprising heads of the various academic and non-academic administrative units including the Deputy Registrar, Deans, Heads of Department, the Students Academic Affairs Unit, the Senior Assistant Finance Officer, the Short-Course and Consultancy Unit, the Extra-Mural Unit, Procurement, the Library and others. The DVC chairs the meeting of the OMT and also those of the Standing Committee, which is a University statutory committee.

The institution comprises both academic and administrative arms. The academic arm is made up of two faculties each headed by a Dean. They are the Faculty of Management Sciences and the Faculty of Information Systems and Technology. The Faculty of Management Sciences comprises teaching departments namely: Accountancy, Business Administration and Entrepreneurship, Governance and Leadership and Banking and Finance

The Faculty of Information Systems and Technology is made up of two teaching departments, Information Systems and Information Technology.

b. Organogram



The administrative arm comprises the Registry, the Finance Office, the Procurement Office and The Library.

The Registry is headed by the Deputy Registrar who is the chief adviser to the DVC on administrative matters. It is made up of the Students and Academic affairs unit, The Examinations office, The Administration and Human Resources unit, The Course Co-ordination unit and the Internship and Placement unit.

The Finance office is supervised by The Senior Assistant Finance Officer (SAFO) who is the chief adviser to the DVC on Financial matters.

The Library is headed by the Senior Librarian and it provides the students and staff with relevant and up-to-date resources to enhance the teaching and learning process in the institution.

The Procurement Office is headed by the Procurement Officer and undertakes the procurement of all goods and services needed by the various sections of the institution to carry out their prescribed functions.

ii. Capacity Building

IPAM must be elevated to an effective learning community where pedagogical practices are developed to ensure quality education. With the capacity to deliver quality education through the preparation of demand-driven courses and programs, preparing relevant curricula and syllabi with rich course contents consistently throughout the semester/academic year.

IPAM would not only meet its obligation to students but also the demand from employers and its accountability to taxpayers. Hence its responsibility to service the nation with graduates that have the appropriate skills, knowledge and ability to hit the ground running. To achieve these goals, the deployment of highly qualified and motivated human resources (faculty and administrative), cannot be over-emphasized.

Therefore faculty and administrative staff require development for the purpose of carrying out their expected roles and responsibilities, adapting new technologies, coping with changing work conditions and increasing their capacity towards research and teaching skills.

From a recent gap analysis conducted on IPAM reveals that the number of lecturers with the requisite terminal degrees (PhDs), professorships, and other higher level degrees are minimal and this currently affects the image and performance of the Institute. Furthermore, the percentage of women in the two faculties are quite low, indicating that they are under-represented, which questions the gender parity in IPAM. Therefore there is a need to increase the number of PhDs and to vigorously enforce a policy of gender mainstreaming in the next 5years. This calls for strategic decisions.

A number of reasons have been identified for the lack of qualified staff. These include:

- poor salary and conditions of service,
- lack of programs to enhance faculty development,
- inability to attract competent staff,
- competition with the private sector for personnel,
- lack of an effective research assistant program,

- absence of effective coaching and mentoring programs for junior teaching staff in teaching and research,
- absence of academic community development program

These problems can be grouped into four categories:

1. Faculty development needs, are those for which institutional solutions may be developed that enhance the knowledge, skills, and capacities of individuals.
2. Systemic problems, where a broader range of strategies—including changes to policy, procedures, and cultures as well as faculty development initiatives which will encourage research and attract the relevant research funding to IPAM.
3. Personal needs of academic staff for career development and counselling for pre-tenured and tenured as well as academic community development needs.
4. The lack of an effective Research Assistant program to develop "home-grown" academics.

Solutions to these challenges are imperative. IPAM must not only ensure the development of the various departments, but also the development of departmental members. These include two main areas: development of the leadership skills and knowledge of departmental Heads, and development of department members' collective skills in communication, mentoring, and other areas. It has been reported that a "collegial, inclusive, and respectful work environment" is an integral factor in job satisfaction for both male and female academic staff. Thus strategies to improve departmental life may also address the broader goal of retaining a diverse faculty.

Career development is the focus of faculty development and faculties must be assisted to pursue career paths in academia. This can be done either through training in current changes in course areas, by getting involved in professional training, or training in management, or engagement in administrative roles. Rotation and succession planning must be encouraged.

Personal needs of faculty members have also been recognized as critical not only for overall faculty and departmental development but also important factors for job satisfaction and retention. Some of the needs identified are listed below;

a) Need for early-career faculty skills in Counselling
b) Collegial, and community interaction
c) High quality mentoring
d) New approaches to faculty career development
e) Long term perspective to career growth for pre-tenured and tenured faculties

Activities that would provide solutions to the challenges are as follows:

1) **To facilitate the development of faculty and staff capacities and improve service delivery of our programs.**

Strategic Objectives:

1) To increase the level of qualified and competent staff at the Doctoral level by 50%
2) To develop strategic relationships with other universities in the sub region and internationally to facilitate faculty development and service delivery
3) To improve teaching methods utilized by faculties
4) Improve the quality of service provided by administrative staff to students and beneficiaries of our programs
5) To enhance career development of faculty members of the various departments.
6) Develop programs to attract women to IPAM

STRATEGIC OBJECTIVE 1

- To increase the level of qualified and competent staff at the Doctoral level by 50%.

Strategies for Objective 1

- Embark on a Student/Research Assistant scheme where potential students can be continuously trained to replace aging professors.
- To attract Sierra Leoneans with doctoral qualifications in the diaspora to apply for positions in IPAM.
- To attract qualified and competent individuals preferably with doctoral qualifications working in the private sector within the country to apply for faculty positions

- Source scholarship programs for faculty of IPAM to pursue higher degree programs.
- Encourage all masters' degree holders in the university to enroll for higher degree programs either locally or internationally.
- Develop an effective PhD program locally .

Activities for objective 1

- To conduct research to identify gaps of competent lecturers and positions to be filled in different faculties and departments.
- Develop and present reports highlighting gaps in the various faculties.
- Identify a list of potential students who could be selected as research assistants each year for the various departments.
- Identify Sierra Leonean lecturers in the diaspora for the possibility of offering them employment.
- Encourage qualified people working in the private sector to apply for jobs in the university using incentive schemes.
- Develop relationships with international and regional universities for the exchange of teaching staff.
- Explore the possibility of upgrading part time lecturers with PhDs to full time positions.
- Establish split site doctoral programs for full time staff in IPAM

STRATEGIC OBJECTIVE 2:

- To develop strategic relationships with other universities in the sub region and internationally to facilitate faculty development and service delivery.

Strategies for objectives 2:

- To establish links and relationships with other university to provide joint teaching services in programs in which IPAM has limited capacities
- Establish linkages with universities in the sub-regions and internationally to train lecturers and research assistants at a higher level of education
- Establish relationships with local and international universities to develop joint regional programmes.
- Embark on joint programmes in the areas of research with regional universities

Activities for objectives 2;

- Identity list of programmes for which IPAM requires Faculties with Doctoral degrees.
- Identify and develop a list of potential universities with which IPAM can establish Lecturer exchange programmes.
- Identify and develop a list of universities that will help in developing faculty.
- Identify universities with which IPAM can embark on joint research programme.
- Communicate with these universities to advance IPAM proposals.
- Establish Memorandum of Understanding with these universities.
- Identify areas in which IPAM can embark on joint educational programmes.

STRATEGIC OBJECTIVE 3:

- To improve teaching methods utilized by faculties in IPAM

Strategies for objective3:

- Conduct regular training of faculties and academic staff in recent teaching methods.
- Obtain relevant and recent technological products to facilitate teaching of relevant courses.
- Obtain relevant software and programmes for various departments and faculties.

- Develop programmes for faculties on teaching methods or pedagogy.
- Equip the library with current books and journals/ and on line services for easy access to information.
- Send lecturers on conferences and seminars on teaching and research.

Activities for Objectives 3:

- Identify and list areas of weaknesses in teaching, in which staff require training
- Organize regular training in teaching methods and evaluation.
- Organize regular training in research for academic staff.
- Procure projectors and laptop computers for departments to facilitate teaching in the IPAM.
- Prepare a list of relevant software and programmes relevant for teaching.
- Procure the most recent software for departments and faculties.
- Identify conferences internationally and regionally for staff development.
- Identify relevant and recent books for the various departments which could be purchased by the library.

STRATEGIC OBJECTIVE 4

- To improve the quality of service provided by administrative staff to students and beneficiaries of IPAM programmes

Strategies for objective 4:

- Organize regular training for administrative staff to improve customer service in the institution.
- Provide each department with information/ Brochure on departmental requirements and technology to enable staff serve customers effectively.
- Adequately equip each staff with facilities to serve the customer
- Encourage staff to engage in personal development programmes.

- Organize meetings for staff to highlight the importance of customers in an organization
- Highlight during every general meeting the importance of customers to the organization.
- Offer prizes to staff identified as offering the best service to customers.
- Establish a department for customer service or care

Activities for objective 4:

- Identify courses and programmes relevant for customer service and care
- Set levels and standard
- Set service quality expected from staff
- Conduct training in customer care and customer relationship management
- Develop a system of identifying and responding to customer complaints
- Ensure that each department is adequately staffed with skilled personnel
- Monitor the effectiveness of customer service provided regularly
- Conduct customer surveys to gauge the perception of students about IPAM service delivery.

iii. Research and Development

a. Introduction

Research is one of the core functions of the University besides teaching and community service. Research is fundamental to effective teaching and provision of community service.

Execution of the research function has been constrained by inadequate funding and low faculty capacity resulting in low research output. Whilst the university had prioritized research with the formation of the University Research and Development Services (URDS) actual funds directed towards research had been very low, and in many cases almost non-existent.   Across the university, research funding had been very low, occupying no more than a paltry 1% of total budgetary expenditure over the past three years (Budget statement at University Court, 2017).

Recently however, there has been support provided to the nationwide SPHEIR (Strategic Partnership for Higher Education Innovation and Reform) sponsored by the United Kingdom Department For International Development (DFID), that targets higher education institutions nationwide. This program is geared toward capacitating the institutions to undertake collaborative research in partnership with universities and research institutions mainly in the United Kingdom.

Research and Development (R&D) are inextricably bound together. The vision of te twenty-first century Institute of IPAM is to provide leadership in building a knowledge society, and a knowledge-based economy, which is driven by science and technology, amongst other things.

The University has in the past taken action to priorities the research function with the creation of the University Research and Development Services (URDS) directorate, the Institute of Gender, Research and Documentation (INGRADOC), and the University of Sierra Leone Research Council (USLRC).

b. Strategic objectives

- To build faculty capacity towards increased research output.
- To provide increased budgetary support for research.
- To undertake joint research through existing partnerships and links.
- To review the institutional framework for research.
- To review the procedures for postgraduate research to ensure qualitative and quantitative output.
- To expand the laboratory faculties for science, technology, and innovation.

c. Expected outputs

- The percentage of faculty with expertise in research is increased by 35% in five years.
- Budgetary provision for research is increased by 50%.
- Quantitative and qualitative increase in the number of collaborative research.

- Restructured institutional framework for research and re-activation of the University of Sierra Leone Research Council.
- Guidelines for undergraduate and postgraduate research are conducted.
- To provide modern science and technology laboratory facilities.
- To be part of the university-wide research ethics policy.
- To institutionalise a research and innovation management.

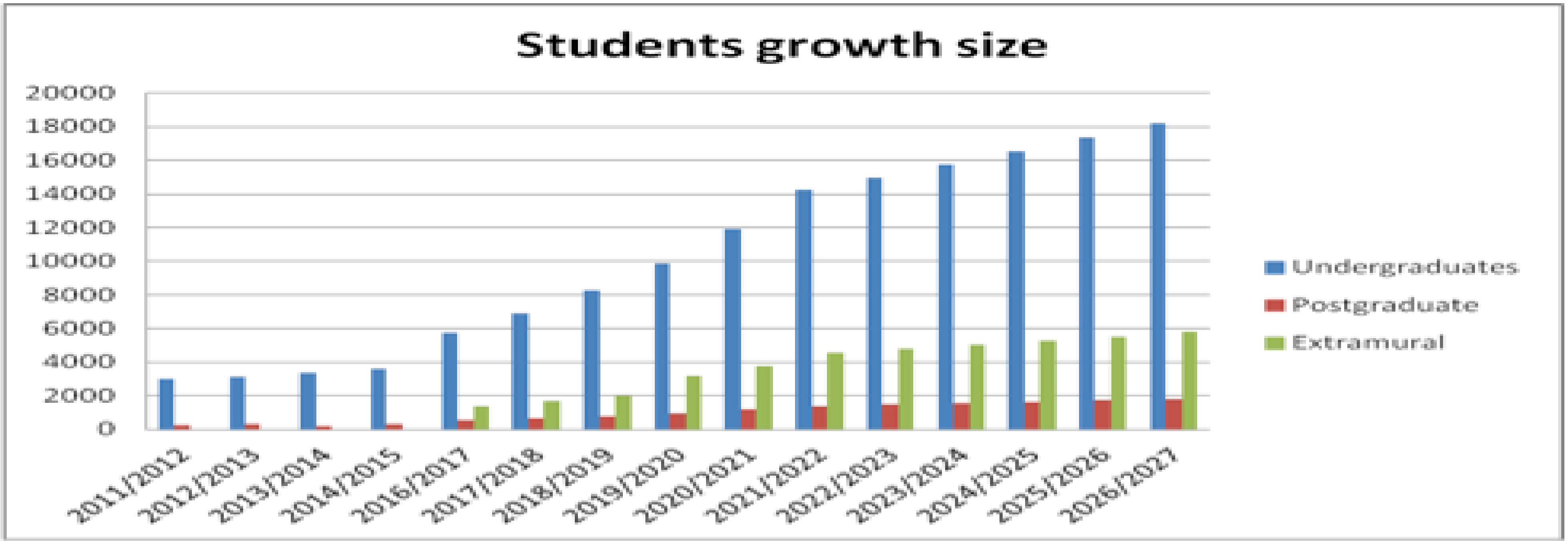
LOG FRAME: RESEARCH AND DEVELOPMENT

Strategic Objectives	Strategies	Activities	Indicators of Achievement
To build faculty capacity towards increased research output.	Identify research capacity needs of faculty.	Train faculty to undertake scientific research.	Number of trained faculty undertaking research
To provide budgetary support for research.	Provision of funds in budget for research.	Budgeted research funds allocated in accordance with guidelines for allocating research funds.	Number of research conducted using allocated funds.
To do joint research through existing partnership and links.	Joint research proposals written under the USL partnership programme.	Faculty in USL partner institutions. Collaborate in undertaking research.	Number of joint research projects undertaken.
To review the institutional framework for research.	Review and expand remit of the University Research and Development Services (URDS) Directorate.	Organise consultative meeting on the institutional framework for research.	Participate in the Framework for research and research management in the USL established.
To review the procedures for postgraduate research to ensure qualitative and quantitative output.	Undertake a situation analysis of postgraduate research in the USL. Develop new rules and procedures for postgraduate research. Develop research methodology course for all postgraduates.	Commission situation analysis of postgraduate research. Undertake review of existing rules and regulations for postgraduate research. Organise postgraduate research methodology modular course.	Postgraduate research situation analysis report. Approved rules and regulations for postgraduate research. Approved modules for postgraduate research.
To expand the laboratory facilities for science and technology.	Provide budgetary support for science and technology laboratory facilities.	Procure science and technology laboratory facilities.	Well-equipped science and laboratory facilities fully operational.

iv. Infrastructure

Very recently the college erected a 7 storey building (Fig. 1), financed by internally generated funds. This building will reduce the current accommodation problem for a short period of time.

To ensure quality standards at both its main campus in Freetown and those in the outreach locations in the provinces, lecturers in Freetown travel to the provinces to teach the same modules. Students take the same exams and at the same time to avoid any chance of examination malpractice.



As at January in the 2016/2017 academic year, the number of students increased to 7,695 from 3,299 in 2011/2012 academic year. The Institute projects the number of registered students to rise to 25,816 in the 2026/2027 academic year, a growth of about 230% in 7 years' time.

The college currently rents six properties in Freetown: George Street for postgraduate programmes and Prince of Wales School, St. Edwards Secondary School Hall, Tabernacle Church Hall, Reaps Vocational Institute, and Girl Guides for undergraduate programmes.

Despite these successes as it strives to provide high quality education for its students, it not been without challenges, prominent among which is the acute shortage of classroom accommodation to facilitate a more conducive atmosphere for effective teaching and learning. In order to cope with this problem, the college currently rents six properties across Freetown, annual rent amounting to Le 700,000,000, the equivalent of about US$ 100,000. Added to this cost are associated costs for renting classroom furniture and examination administration expenses (e.g., transportation from one centre to the other), among others.

The proposal for the residential campus at Bureh Town is a proactive step to address the student population explosion, especially the traditional student population (i.e., those coming straight from secondary school, the 18/19-year olds) who are most likely to require campus accommodation. Phase I of the project will provide residential accommodation for about 2,000 students, very spacious classrooms, much needed office space and housing for lecturers and staff, recreational facilities which are currently non-existent on the current non-residential campus. And importantly, Phase I also includes a state-of-the-art auditorium with a sitting capacity of 2,000. Renting out of such a rare facility in Sierra Leone for national and international conferences, for example, would be economically very rewarding.

In addition to the very conducive environment for effective teaching and learning which Bureh Town will provide, the social, psychological and emotional benefits to the students living and studying together in a residential setting, particularly in a healthy and pristine environment in the Bureh Town vicinity, cannot be quantified and overemphasised. A residential campus setting provides a nourishing environment for establishing healthy and mutually rewarding relationships among students that usually lasts long after graduation from college, if not for life. Investing in the Bureh Town Project is a very prudent venture with potentially huge private and social rates of return in terms of benefits to the individual students and to society.

The financial analysis that follows demonstrates the prudence of going into our proposed venture with FEMAB Nigeria Limited on a Public Private Partnership arrangement.

In addition to the Bureh Town establishment, IPAM wishes to acquire the piece of land at A. J. Momoh Street opposite the main Campus for the construction of a massive parking facility. This plot is current occupied by NASSIT. An informal discussion has started with the Vice Chancellor and Principle.

The college will also develop an ultra modern student canteen that will accommodate all student social activities.

The IPAM Library will also be expanded to meet the growing need of students.

v. Access and Quality Students

IPAM is one of the fastest growing institutions in Sierra Leone. While student enrolment is increasing the need for quality intake is also becoming very sensitive. The goal is to increase access to the institution in an equitable manner.

Strategic Objectives

- Right qualification
- Gender equality
- Student diversity
- Retention and graduation

Strategic Activities

i. Institute a robust admission process, through entrance examinations and interviews
ii. Provide incentives to attract students into fields of study of priority to the manpower needs for national development
iii. Provide incentive to encourage more female and physically challenges students
iv. Design and administer strategy to increase diversity
v. Design programmes and strategies to increase student retention and graduation
vi. Expand outreach teaching and learning, especially to provide access to education to persons in distant locations country wide

vi. Quality and Relevant Curriculum

Introduction

Within the period of 2019 to 2023, if the Institute of Public Administration and Management should provide the caliber of graduates that would be capable of functioning effectively in meeting the critical manpower needs for national development, it is vital that the institution's curricula are not only of high quality but also very significantly, of importance to these needs which should be of a quality and relevance to making the graduate competitive I the global job market.

a. Goals

The achievable goals within the strategic plan are as follows:

- to provide a rich curriculum of national and global standards;
- to provide a curriculum that prepares students who would be competitive in the job market;
- to provide a curriculum that meets the needs of the emerging innovative technological study areas;
- to provide a curriculum that is broad in scope to address societal, graduates' and departmental needs IPAM;
- to provide a curriculum that adequately prepares students for graduate and post graduate studies;

- to Increasing access and equity for students at distant locations and life-long learners

b. Strategic Objectives

These objectives being very strategic within the five years period shall achieve the following:

1. provide a curriculum that in quality, at both the undergraduate and graduate levels is comparable to national and global standards;
2. provide a curriculum relevant to the nation's critical man power;
3. provide a quality curriculum that makes admission flexible for a diverse student population (e.g., traditional and non-traditional students, students with disability, etc.);
4. provide a curriculum that is relevant to society's needs, but also of relevance to a person's personal educational, social and spiritual development;
5. provide a curriculum of a quality that will prepare students for success in further studies;
6. enhance existing and if possible add new courses to the curriculum to ensure consistency in quality and scope;
7. establish new academic programmes and centres of excellence (e.g., Language Studies—French, Chinese Studies).

c. Strategic Activities

In order for IPAM to be able to reach its targets with the stipulated time frame, these activities must have been undertaken:

- design a curriculum to reflect national, and global character and quality;
- align the curriculum with the nation's critical manpower needs;
- broaden the curriculum designed and review actors to include members of the university and other stakeholders such as potential employers of graduates;
- provide a curriculum contents and pedagogy that afford ample opportunities for students practical skills set development;
- provide a quality curriculum both in content and method of delivery (e.g., distance education and life-long learning opportunities to accommodate adult/mature students)

d. Expected Outcomes

If all the above mentioned are done, we expect:

- the curriculum to address national, regional and global manpower needs and best practices;
- the curriculum designed review team members to reflect a multidisciplinary character;
- the curriculum content to be rich that provide both theoretical and practical learning experiences;

- the curriculum to be of good quality and flexible enough to accommodate adult/mature learners;
- the institutional manpower to increase ability to apply critical-thinking and problem-solving knowledge and skills to fit emerging trends.

LOG FRAME: QUALITY AND RELEVANT CURRICULUM

NO.	GOAL	STRATEGIC OBJECTIVES	ACTIVITIES	OUTPUTS	INDICATORS	EVIDENCE	REMARKS
1.	• to provide a rich curriculum of national and global standards	• To provide a curriculum which, in quality at both the undergraduate and graduate levels, is comparable to that available nationally, regionally, and globally	• Course contents, syllabi, assessment, etc., are designed to meet national and international standards	• Students are successful in achieving learning outcomes of significantly high quality/standard.	• Success in local, national, and international examinations; successful in gaining admissions into post graduate studies locally and globally	• High graduation rates (70% and more); high degree classifications. • Very positive ratings of graduates by employers and other stakeholders.	
2.	• to provide a curriculum that prepares students who would be competitive in the job market	• To provide curriculum relevant to the critical manpower needs of Sierra Leone	• Align curriculum with the nation's critical manpower needs	• Curriculum design and review team members to reflect a multidisciplinary character.	• Curriculum contents reflect collaboration between the IPAM, employers, and government officials.	• Documented participation of different stakeholders in the curriculum development/ review exercises	
3.	• to provide a	• To provide a	• Provision is	• Campuses reflect	• Students	• Exit survey of	

NO.	GOAL	STRATEGIC OBJECTIVES	ACTIVITIES	OUTPUTS	INDICATORS	EVIDENCE	REMARKS
	curriculum that meets the needs of the emerging innovative technological study areas	quality curriculum that provides flexibility for admission of diverse students (life-long learners, students with disability, etc.)	made to accommodate diverse learners. Different modes of teaching/assessment are provided and implemented in the classroom. • Good academic advising is provided for all students.	a diverse student population provided with opportunities to succeed.	express satisfaction with the quality of the curriculum	students, employers' survey, accreditation agencies' reports, public perceptions all reflect positive feedback about the USL curriculum.	
4.	• to provide a curriculum that is broad in scope to address societal, graduates' and departmental needs IPAM	• To increase access to a diversity of students (e.g., disability, exceptionality, socioeconomic background and ethnicity	• Special attention is paid to recruit and accommodate students of diverse backgrounds, including those with disability	• Increase in student diversity including those with disability	• Physical presence of student diversity (e.g., disability, socioeconomic status, exceptionality, etc.) on campus	• Statistics in department and registry reflect the relevant increase in student diversity	
5.	• to provide a curriculum that	• To increase student	• Provide effective	• Increase in students' retention	• Increasing number of	• Retention and graduation rates	

	adequately prepares students for graduate and post graduate studies	retention and graduation rates	academic advising • Provide good customer service (students as customers) • Provide an empathetic approach in the service of students • Provide stimulating and engaging method of instruction	and graduation	students continue their programmes till graduation – low attrition rate	statistics increase from year to year	
6.	• Increasing access and equity for students at distant locations and life-long learners •	• To provide distance learning and life-long opportunities so as to extend access to persons at distant location across the nation	• Expand outreach teaching and life-long learning activities to provide access to education to persons in distant locations countrywide	• Increased student population in the outreach centres	• Increased outreach/ distance education centres; expanded/ diversified relevant curricula; and increased student enrolment	• Improved student headcount statistics; improved retention and graduation statistics; increased students' satisfaction with programmes offered	

vii. Information and Communication Technology

a. Introduction

In order to raise the visibility and showcase the University, the engineering, science, computing and medicine departments must have high quality of faculty with a high percentage holding terminal degrees (Ph.D.'s). There are very few female lecturers in science, engineering, computing and medicine and even fewer that have attained senior lecturer status. Strategies must be developed to recruit and retain more Ph.D.'s with proactive measures put in place to increase the number of female faculty in science and technology departments.

Teaching in science and technology departments must be of very high quality using improved instructional technology in classrooms at all campuses. Innovation and support for future instructional technology through possible online and hybrid delivery of curricula must be promoted. Appropriate faculty development and instructional support should be part of any future investment in instructional technology. Modern equipment and "cutting edge" technology in science, medicine and engineering must be provided in laboratories of science and technology departments to facilitate research and development.

b. Strategic Objectives

The strategic objectives which are given priority for developing science and technology in the University are:

- Excellence in the faculty;
- Excellence in the quality of education/teaching
- Excellence in research, Scholarship and creativity
- Excellence in quality of technical support staff especially laboratory technicians

These objectives and strategies to achieve them are provided in the log frame for this priority area provided below:

LOG FRAME: SCIENCE AND TECHNOLOGY

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
Faculty Excellence	• Increase the size and quality of faculty in science, engineering/technology and medicine departments to showcase and raise the profile of the University. • Recruit, retain, and advance a diverse intellectual mix of faculty and staff in science and engineering/technology departments including women. • Ensure competitive compensation for academic staff in engineering and medicine to retain valued faculty in the emerging competitive higher education and consultancy environment in engineering, medicine and technology. • Devise and implement new mechanisms or policies for rewarding outstanding faculty in the sciences , engineering/technology and medicine	1. Develop and maintain a database of academic and technical staff in science, engineering, medicine and computing departments with their academic and technical credentials and designations/ranks in the University system segregated by gender. 2. Emphasize a recruitment strategy of recruiting new Ph.D.s and facilitating scholarships for academic staff and promising graduate teaching assistants to proceed for further studies to obtain Ph.D. Degrees in science, engineering , computing and medicine; particular attention to be paid to recruiting women in science and technology areas in the University. 3. Establish better funding mechanisms at the university to promote and	1. Database developed and analyzed to indicate the number of Senior lecturers, Associate Professors, full Professors, segregated by gender in all science, engineering, medicine and computing departments. 2. Recruitment policy established to increase percentage of women recruited in science, engineering, computing and medicine. 3. Outreach mechanisms to increase recruitment of women faculty in science and technology developed. 4. Special Funds developed for professional compensation and exceptional academic	1. Increase in number of faculty with Ph. D's in science, engineering and computing recruited in the next five years. 2. Percentage of women recruited in science, engineering and computing increased in the next five years. 3. Number of graduate teaching assistants enrolled for higher degree programmes. 4. Policy developed and implemented within the next five years for compensation funds for professional and exceptional academic

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
		encourage vigorous efforts to recruit, nurture, and retain a diverse faculty in terms of gender. 4. Develop and implement social media tools to improve outreach to women for science and technology. 5. Develop strategies to retain highly valued faculty by ensuring that they have strong support for their research, teaching, and public engagements. 6. Develop a fund for providing special monetary rewards (bonuses and seed funds for research) for exceptional academic accomplishments in science, engineering and technology 7. Develop a policy to nominate candidates every year for national prizes, awards, and membership in distinguished societies.	accomplishments to faculty staff in engineering, medicine and technology. 5. Policy developed for nominating candidates every year for national prizes, awards and memberships in distinguished societies.	accomplishments 5. Number of faculty in science , engineering /technology and medicine nominated for national prizes and awards.
Educational Excellence	• Create and sustain a culture that supports teaching excellence in science, engineering, medicine and computing departments.	1. Ensure that all academic departments in science, engineering and technology as well as medicine, have a robust	1. Assessment mechanism of lecturers by students already developed. 2. Training modules in	1. Student evaluation forms completed and returned every semester. 2. Number of

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
		form of assessment that generates full information, includes student feedback and peer assessment, and provides feedback to lecturers that enable them to improve their teaching continually. **2.** Strengthen the university's resources for instructional support, through integrated efforts that involve both central and college-based activities, so that faculty (especially junior faculty) have easy access to new pedagogies and "best practices" for being effective teachers in science, engineering, medicine and technology. **3.** Ensure that senior faculty remain actively involved in and committed to teaching and mentoring students over their careers at science, engineering, computing and medical departments of the University.	pedagogy developed and implemented. 3. Policy developed for revision of curricula and entry requirements for programmes in science, engineering and medicine. 4. Use of projectors, computers and computer software programmes for teaching students in science, engineering, medicine and computing. 5. Computer centres established on all campuses	seminars/training programs in pedagogy conducted. 3. Number of senior lecturers and professors involved in teaching and mentoring increased in next five years. 4. Number of science, engineering/technology departments that revised curricula for the next five years. 5. Number of projectors. Computers and software programmes acquired for teaching in science, engineering and computing departments.

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
		4. Encourage faculty to experiment with new pedagogies (e.g., field-based learning) and new technologies, recognizing the different pedagogies appropriate for different disciplines and programmes in science and technology departments of the University **5.** Have colleges reassess their programmes and make appropriate revisions in their courses and course requirements to align them with expectations of industry. 6. Improve instructional technology on all campuses and establish a baseline standard for technology to be available in classrooms. 7. Promote innovation and support for future instructional technology through possible online and hybrid delivery of curricula. Appropriate		

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
		faculty development and instructional support should be part of any future investment in instructional technology.		
Excellence in Research, Scholarship and Creativity	• Improve science, engineering, medicine and computing departments to achieve world class status. • Build and maintain world class status in science, engineering , and computing departments. • Create institution-wide services for the administration and support of research grants (including government, donor and industry funding).	1. Improve staff quality, course content and teaching facilities to obtain international accreditation of programmes in science, engineering and computing departments. 2. Require departments to develop strategic plans for enhancing or achieving academic distinction and leadership. 3. Selectively invest in departments that demonstrate the greatest capacity to build on current strengths and achieve new intellectual heights in research and graduate education.	1. Programmes/courses accredited. 2. Departmental strategic plans developed for achieving academic excellence. 3. Funds budgeted to strengthen research and graduate education in science, engineering and computing departments	1. Number of programmes /courses that obtained international accreditation for the next five years. 2. Number of departmental strategic plans developed. 3. Increase in amount of funds budgeted for research and development
Technical support Staff Excellence – especially Laboratory	• Provide and increase job skill training to technical support and supervisory staff in a variety of venues.	1. Use short courses, Diploma programmes or other technician training course to train technicians in science, engineering and	1. Technicians trained to conduct science, engineering and other technical laboratories for students.	1. Number technicians trained and recruited. 2. Number of supervisors

STRATEGIC OBJECTIVES	STRATEGIES	ACTIVITIES	EXPECTED OUTPUTS	INDICATORS FOR ACHIEVEMENT
Technicians		medicine departments.	2. Supervisors trained in supervisory skills and to refresh and update those skills.	sponsored for refresher training in new technologies.

viii. Financial Sustainability

ix. Industrial and International Partnership and Alignment

a. Introduction

Industrial and community engagement is the proactive involvement of faculty, student, and staff of IPAM, designed to have an impact on the world outside the university, from local to global communities.

These effort involves IPAM forging meaningful partnership with public and private institutions and entities. International partnership are mutually enriching relationships between two academic institutions involving but not limited to, student and faculty exchanges, joint curricula ventures for courses, degree programme, collaborative research and any area of cooperation that will enhance the growth and development of either parties.

This type of engagement enables IPAM to connect with the public in manifold and mutually enriching ways, and it is hoped will extend its engagement with industries in the communities worldwide in a way that complements and strengthen its core activities of delivering an excellent academic programmes suited to the needs of the nation at large thus strategically placing IPAM as a leading player in helping development in Sierra Leone.

b. Goals and Objectives

The Goal of IPAM

1. To expend the university's academic reach through joint partnership programs
2. To facilitate research connections among faculty
3. To strengthen opportunities for student and faculty with industry through research, internship and exchange at all levels
4. To gain recognition by local, national and regional communities as leaders in the delivery of innovative and responsive education.

Strategies

1. IPAM will promote an international curriculum, engage in local and international research and creative endeavour's, and expose the university and community to diverse changing educational and research cultures.
2. IPAM will engage in partnership with institutions around the world that complement the University's vision, and commitment to academic excellence. Agreement can be pursued by either the by the University, Faculties, departments with the concurrence of the Deputy Vice Chancellors expressed approval.

3. IPAM will also actively encourage faculties, departments and administration to engage in local and international collaborative activities that may lead to development of more formal agreements and exchanges.

4. IPAM will also actively encourage faculties and departments to engage in local institutions and business entities in collaborative activities that may lead to upgrade and development of curriculums reflective of needs within there industries that will address Knowledge gaps within the nation.

5. IPAM will encourage network and friendship-building with overseas institution through mutual education, visits and co-sponsored cultural events

6. IPAM will encourage academic units to identify faculties currently engage in international collaborative activities to create database of existing international partnerships agreements.

7. IPAM will encourage faculties and departments to increase their leadership roles in organising symposia and seminars on national wide emerging issues affecting institutions and communities.

8. IPAM will encourage faculties and departments to increase their leadership roles in public debates and symposium on national wide emerging issues affecting educational institutions.

9. IPAM will encourage Public Private Partnership to extend and develop research capabilities, gain access to new areas of fundamental research, and promote international cooperations and student mobility.

LOG FRAME:

No	GOAL	OBJECTIVE	VERIFIABLE INDICATOR	RESULTS
1	Promote develop of international educational curriculum	To ensure that IPAM engage local and international institutions in research and creative endeavour's which will help in the development of its curriculum.	Regular meetings with local and international institutions. Research undertaken for business entities Participation in international research	Annual Upgrade of curriculum/modules Development of new modules Emergence of new faculties
2	Promote the development of meaningful and fruitful engagements.	To ensure that IPAM's faculties and department engage in Partnership worldwide	Regular meetings with local and international institutions. Correspondence with new institutions.	Partnership agreements with new institutions
3.	Promote develop of Local Collaboration with business houses	To ensure that IPAM engage local institutions and business entities in research and creative endeavour's which will help in the development of its curriculum.	Regular meetings with local institutions and business entities. Research undertaken for business entities Institutional needs assessment and knowledge gap analysis	Annual Upgrade of curriculum/modules Development of new modules Emergence of new faculties
4	Compile Directory of all memorandum of understanding (MOU) and agreement and monitor their operational milestones	To ensure there is in place a dossier of all MOU/MOA with a view of taking action on those that are dormant	Compiled Directory of MOU/MOA of IPAM partnerships	Published Compiled Directory

x. Financial Projections
xi. Key Performance Indicators
xii. Action Plan
xiii. Strategic Monitoring & Review

COLLEGE OF MEDICINE AND ALLIED HEALTH SCIENCES

CONTENTS

OVERVIEW ………………………………………………………………………………

Part 1 HISTORICAL BACKGROUND AND INTRODUCTION CONTEXTS ………..

Part 2 VISION AND MISSION STATEMENTS …………………………………………

Part 3 SITUATIONAL ANALYSIS……………………………………………………./.

Part 4 STRATEGIC GOALS, OBJECTIVES AND PRIORITIES………………………

OVERVIEW

The following pillars were identified as guiding principles of this Strategic Plan:

1. **Governance and Management**
2. **Students**
3. **Staff**
4. **Research, Consultancy and Outreach**
5. **Teaching and Learning**
6. **Infrastructure, Equipment and Services**
7. **Funding and Finance**

The Strategic Pillars

Governance and Management: Strengthening Administration

This needs modification and strengthening at several levels; the university, the College and the Teaching hospitals.

Current Status

The Administrative Structure of the University and Colleges

- The University is made up of ‘campuses’ not Colleges, and the ‘Head of campus’ lacks the authority of a Principal. While designated as being chief “administrative, academic and accounting officer” he cannot really be said to be the academic chief as there is no statutory Academic body at the College level with the authority to handle academic affairs, such authority having been ceded to the Faculty Board which has the mandate to report directly to the Senate which in turn reports to the Court. This Faculty- based style of Management severely restricts the authority of the College. In the Collegial style of management there is a definitive College Academic Board. The College has only the Standing Committee which has a non-academic mandate. If the College is to be strong administratively, the Faculty Board needs to answer to the College Academic Board and not directly to the Senate. This requires a review of the Acts for the University.
- All the Deans of Faculties and all but 2 Heads of Department are full time employees of the Ministry of Health and Sanitation, and part time employees of COMAHS. They are all in acting capacities with little or no prior University academic administrative

experience. For this reason, most of the academic functions are actually done by Administrative assistants rather than the Deans and Heads of Department. It is expedient to appoint full-time staff with terminal degrees as lecturers so as to get academic staff who can carry out the academic functions for the College.

Governance issues between COMAHS and the Teaching Hospitals

- The College administration does not seem to have an understanding with the Teaching hospital administration. Thus the Clinical Head of Department is appointed by the MOHS and has the dominant position while the Academic COMAHS head is appointed by COMAHS/USL and caters only for the undergraduate student's teaching and learning. The COMAHS Head of department has little say in the administrative running of the Department and may even have little clinical input in the department. When the two roles are vested in the same person, the allegiance tends to be more towards the clinical role as that is their main employer.
- The Jui hospital was built for COMAHS initially but has now been taken over completely by the MOHS.

Students

There is a great need to increase the numbers of qualified health personnel in Sierra Leone. This could be done by increasing the number of eligible candidates for direct entry and admission to Pre-Med. The aggregate score of 20 was recommended in the previous Strategic Plan but has not been implemented. Aggregate rather than raw scores e.g "aggregate 20 in the best 5 subjects" rather than "C4 in 5 subjects" should be used to assess the candidate's eligibility.

COMAHS should ensure that the content and load of its curricula are realistic so that chances of its students achieving their full academic and professional potential are enhanced. This requires a comprehensive review of current courses and content.

The welfare of students needs to be enhanced by mentoring them for psychological, physical as well as career paths. A unit to coordinate the mentoring activities needs to be established.

The Premed programme should be revised so that there is only 1 Premed year as was the case before. Secondly the Premed programme should be regarded as an independent stand alone entry/remedial course and students only selected for Medicine on successful completion of the Programme.

The Premed/ Pre-Pharmacy lecturers should be full time (and not part time) holders of at least an MSc degree or employees who are qualified to be University lecturers. Students should provide feedback on the current course content and delivery. There is need for review of the Pre-Med curriculum.

Addressing mentoring issues, there should be a tutorial system where students are allocated to tutors. The Dean of Students should be a Senior Member of Faculty. Each hall should have a suitably qualified hall warden which would replace the position of matron. The hall warden of students needs to put mechanisms in place to nurture and enhance student welfare.

In the medium term all advocacy tools should be used to increase the numbers of eligible students, including dissemination of College Hand Book/Prospectus to secondary schools, assistance in reviewing curricula of secondary schools, admitting Registered Nurses to year 3 of the 4-year BSc program, awarding credits to holders of Diplomas in other disciplines and using these credits to fix their entry point in degree programs, and development of new programs.

Recruit staff and identify resources to strengthen Curriculum Review process at all levels. The Office of a Dean of Student Affairs should be operational and the clergy/imams and counselors in place to support the students emotional and physical well being in the long term.

COMAHS should make representations to the Ministries of Secondary Education, and Health and Sanitation, and bilateral partners for continued advocacy for human, financial and material support for the teaching of Science in the Secondary Schools. All measures should be taken, including media initiatives, to popularize science in schools and the public at large. A comprehensive social welfare service should be in place.

Staff

Staff challenges include shortages, qualifications and morale. Therefore this strategic plan aims at assisting COMAHS develop a critical mass of academic and technical staff to meet the demands of it goals. This can be done through training, recruitment, replacement and retention.

In the short term, there is need to define realistic student/staff ratios, identify gaps in the required ratios and consolidate by recruitment to fill the gaps. COMAHS should also lobby for all the financial, material as well as human resources required for the implementation of all postgraduate programs already approved by the Senate.

Teaching staff need to be recruited for all the disciplines in the College. The College should link with sister institutions in the sub region and beyond who may have faculty that can come for short time periods to teach undergraduate and post graduate students. It is necessary to develop conditions of service that are transparent and conducive to staff retention.

In the medium term, the COMAHS should develop/adopt curricula for other postgraduate programs so that all departments of COMAHS are engaged in postgraduate teaching. Linkages between COMAHS and various bodies should be identified and intensified to assist in the training of Medical officers as Specialists through networking with regional/professional bodies such as the West African Medical Colleges.

In the long term there is need to sustain advocacy for better conditions of service, financial resources and training of human resources. The College should liaise and work hand in hand with the Ministry of Health and Sanitation to link undergraduate training to post graduate in the Jui Hospital to produce a critical mass of trainers and lecturers within a relatively short period of time.(long term 5-8 years.)

Research, Consultancy and Outreach

It is clear that no academic institution of higher learning can exist and advocate for resources if it does not have mechanisms in place for research, consultancy and outreach. However, the 2010 assessment report identified several gaps in this area which still remain today. The strategic plan is therefore developed to nurture and strengthen research culture, consultancy and outreach activities among the students and staff of COMAHS. This can be done by incorporating research method modules in all curricula. In addition there is need for workshops on research process for academic staff and research networking within and outside the country.

The libraries and other facilities need to be upgraded for Information, Communication Technology (ICT) facilities for e-journals and other publications. In order to disseminate the research findings, there is need to re-introduce the National Scientific Medical Journals.

In the short term, COMAHS should constitute a committee to formulate research, consultancy and outreach policies in particular the identification of research policies for Sierra Leone. The Committee will also advocate for funds to support curriculum review, research up to PhD and consultancy to MOHS programs.

In the medium term, these activities would have led to the establishment of a Centre of Excellence for the priority research areas in health sector of Sierra Leone. Through networking with International research affiliates and government departments COMAHS staff will be participating in collaborative research activities. In this way new research laboratories will be built and the old ones re-equipped to meet the demands of research activities.

In the long term, there will be a need to put mechanisms in place to sustain research consultancy and outreach by developing career paths in research, using research funds appropriately and continued funding through development of research proposal and dissemination of results.

Teaching and Learning

The last curriculum review was done in 2014. A new review is needed because there are gaps and ambiguity and inadequacies in it, and secondly because it is prudent to review one's curriculum at least every 5 or 6 years. During this time medical education has evolved and there is need to incorporate the new trends that have become standard in curricula of medical schools.

This strategic plan emphasizes and provides for updating curricula contents and delivery. It stipulates a need for strengthening the Office of the Provost so that the office can execute the review process in all departments of the College. Restructuring of courses, time tables and tracking down students' attendance at lectures, practicals, field work etc. will be included in these exercises. This can only be achieved if there is an ongoing process of upgrading and rehabilitating the support equipment, consumables, teaching aids, library facilities among others. In the short term, funds to support workshops for comprehensive reviews of all curricula should be sourced. Staff in all departments should be trained in the adaptation/review/development of syllabi that are realistic in meeting the aims of the respective course levels. The process should include feedback from students.

The new curricula should introduce students to research methods, managerial, entrepreneurial, pedagogical and ethical skills in the clinical disciplines. The Pre-Medical curriculum should be restructured to reflect the discontinuance of Premed 2. Tracking of student attendance at lectures, labs, postings should be consolidated. The requisite teaching tools must be used for this such as log books and personal record books. Continuous assessment of student progress should be linked to the mentoring program.

In the long term curriculum review should be carried out ideally every five years. An action plan for the development of a Dental Faculty and the Allied Health arm of the College with faculties that are relevant to Sierra Leone should be developed and put in place over the next 5 years.

Infrastructure, Equipment and Services

As is the case with other Medical Colleges in developing countries, infrastructure, equipment and services are some of the major challenges that hinder the smooth provision of medical education. These challenges cannot be addressed by medical schools alone. They need the support of governments, stakeholders in health education, alumni, and bilateral development partners. Addressing the case of COMAHS is made more difficult because its facilities are located in many sites. The strategic plan is developed with the aim bringing COMAHS infrastructure, equipment and services to one a centralized site.

In the short term, the Estate Officer should audit the existing physical structures and services that are being used to distinguish between COMAHS owned and rented as well as document all equipment. The College Administration should move to to the Kossoh Town site to signify that

that is the College's location. The headship of COMAHS should be involved in the allocation and utilization of space and service areas in the Jui hospital constructed on COMAHS owned land at Kossoh Town Campus. Existing facilities including students' accommodation, recreation, and libraries should be repaired and renovated. Sourcing of funds for new facilities should commence. ICT as well as services and equipment for teaching and learning should be provided.

In the medium term the University architect should develop infrastructure plans for those structures that have not been developed for the new COMAHS campus to meet the needs of the projected student and staff population and construction work should begin. Vehicles should be procured to facilitate staff and student mobility. Government and relevant partners should be lobbied for upgrading the Jui hospital and other hospitals that have potential for use as teaching hospitals. COMAHS must be given access to the Jui hospital to use it as the main Teaching Hospital for the College.

In the long term there is a need to target development of infrastructure, equipment and services according to priority and needs assessment.

Funding and Finance

In order to fulfil its mission and objectives, COMAHS needs to have adequate funding. It should also be able to use its finances in a strategic and sustainable way. The strategic plan therefore has been developed with the aim of highlighting partners that COMAHS can use to raise funds to finance all the identified strategic priority needs for COMAHS to achieve its mandate. These Partners include Government through its usual subvention mechanisms through University of Sierra Leone, Student fees, bilateral partners and stakeholders including alumni and companies.

In the short term COMAHS should appoint the Fundraising & Communications Officer who should establish and update data bases for alumni and potential donors both nationals and internationals and should also initiate lobbying for funds. In addition COMAHS should partner with the MOHS to mount short courses or training workshops (Continued Medical Education) for the staff of the MOHS. The importance of prompt, sustained and full payment of Grants-in Aid for all government supported students should be underscored by USL.

In the medium term the Finance Department should be IT empowered. COMAHS should intensify the diversification of its sources of income to include the establishment of an Endowment Fund, the College of Medicine Development Fund (CODEF.)

In the long term, COMAHS can invest in activities such as operation of Guest Houses on campus, Printing Works, manufacture of pure water, renting out of halls for occasions such as Conferences, Weddings etc. Short reports should be prepared emphasizing the role and importance of COMAHS in fulfilling the GOSL, PRSP and filling current gaps in healthcare provisions. COMAHS should ensure proper and timely auditing of its accounts.

Budget

A total of one hundred and seventy one million five hundred and ninety five thousand United States Dollars (USD171,595,000) is needed for the implementation of this strategic plan as this will meet at least 80% of the implementation plan in the short and medium terms and 100% in long term. Several budgeting assumptions were made bearing in mind both the resource mobilization and expenditure trends of COMAHS.

Part 1 Historical Background and Introduction Contexts

Chapter 1

Historical Background and Introduction

In 1985, in order to address the weak human resources for health situation, the Government of Sierra Leone started considering the cost and benefits of training doctors abroad compared with training locally. The Vice-Chancellor of the University of Sierra Leone, Prof. Kosonike Koso-Thomas, enlisted the help of the World Health Organization in securing the services of a WHO Consultant to coordinate planning and financial support for establishment of a medical school in Sierra Leone. Nigerian Prof. T. I. A. Grillo arrived in Sierra Leone in November 1985, initially for a 3-week stay as a member of the University's ad hoc preparatory committee for establishment of the College.

Supported by the WHO and the Nigerian government, the College of Medicine and Allied Health Sciences was created as an independent College by a resolution of the Court of the University of Sierra Leone on 12th April 1988, with Prof. Grillo becoming the first Principal of the College in 1988. Its mandate was to produce the necessary Health Personnel to cover the health care delivery services.

In the first year (1988), 10 students enrolled as follows: four medicine, three dentistry, two pharmacy, and two medical laboratory sciences. The three dental students were co-opted into medicine and eventually qualified as doctors; the two pharmacy students went to Nigeria to complete their training, and they did not return. The status of the laboratory students is unknown.

Enrolment in the second year was comprised of two medical students, three dental students, one pharmacy student, and one medical laboratory sciences student for a total enrolment of seven. In addition, there were eleven students admitted into the preliminary year, resulting in a total student population in the second year of the College's existence of 28, with equal numbers of males and females.

In 2005, the Universities Act led to the creation of The University of Sierra Leone and the Njala University as separate entities from the original University of Sierra Leone. COMAHS became a constituent College of the University of Sierra Leone and incorporated the National School of Nursing (which became the Faculty of Nursing) and the Pharmacy Technician School, which became part of the Faculty of Pharmaceutical Sciences.

The College now had four Faculties: Basic Medical Sciences, Pharmaceutical Sciences, Nursing, and Clinical Sciences.

COMAHS has made noticeable achievements since it was established 30 years ago. Since that time the College has attracted students not only from Sierra Leone, but also from countries in and beyond the sub region. The Government of Sierra Leone continues to support COMAHS through fees subsidy and subventions and award of scholarships to up to 75% of our students in the form of Grants-in-Aid. By the end of the 2016/2017 Academic Year, COMAHS had produced 2669 graduates, including Medical Doctors, Pharmacists, Pharmacy Technicians, and Nurses.

The devastating 2014 Ebola outbreak underlined the need for the nation to give institutions training health care to be given top priority and for such training to be meticulous and thorough.

Part 2 **Vision and Mission Statements**

Vision

To make COMAHS the best medical school in the sub-region, centralized in one campus with well-designed and appropriate infrastructure, having highly trained, committed and well-motivated staff, enrolling academically sound students, and producing and retaining 80% of the graduates in Sierra Leone for a high performing National healthcare system.

Mission Statement

To train community-oriented doctors, pharmacists, biomedical scientists, laboratory scientists, nurses and other health personnel with sound professional and managerial skills, suitably qualified to meet international standards and capable to undertake research and pursue further training in specialist areas for the healthcare delivery service in Sierra Leone.

Core Values

- Excellence- Commitment to pursuing excellence and to making a difference in the lives of others with compassion, empathy, joy, love, passion, enthusiasm and dedicated service. As an institution, we at COMAHS are committed to giving off our very best in everything.
- Leadership - our students are to be trained to see themselves as leaders wherever they find themselves and to be responsible persons, leading by example.
- Innovation - our students will be knowledgeable and have the ability to use their knowledge in non-conventional ways to solve problems and challenges they are confronted with.
- Passion - our students care very much about the people they encounter. They would practice their health profession whether they are paid a fortune or not.
- Integrity - Students of the College of Medicine and Allied Health Sciences are trained to keep their promises.
- Community Service – our College is passionate about our community and our students are taught that their education as health professionals is meant to help make our society a better place. Our students collaborate with others, using their education, to solve the

problems of the community in which they find themselves. They go the extra mile to assist in solving their problems.

Part 3 Situational Analysis

(Strengths, Weaknesses, Opportunities, Challenges/Threats)

Strengths

- A major strength of COMAHS it its unique position as the only tertiary institution in Sierra Leone which trains doctors, and pharmacists and nurses to degree which are key professions in the health sector.
- The curriculum is diversified producing professionals in medicine, nursing, pharmacy and laboratory technology. The College therefore has the potential to meet the human resource health care needs of the country. This is essential given the threats of serious infections like Ebola.

Weaknesses

The College recognises the need to correct its organisational, management manpower and infrastructural deficiencies in order to make it an academically attractive choice for would be health professional students.

The deficiencies that represent the major weaknesses of the College currently are:

- Being housed in many sites all over Freetown.
- Lack of any Allied Health profession programmes.
- Inadequate infrastructure, equipment and facilities for teaching and learning;
- Low levels of teaching staff with terminal degree – PhD or equivalent;
- Unsatisfactory governance issues.
- Very low levels of full time teaching staff.
- Heavy reliance on part-time teaching staff.
- Inadequate pedagogical skills of faculty;
- Curricula that do not adequately address the health needs of the people of Sierra Leone.

Opportunities

- Ownership of land at Kossoh Town.

- Renewed interest in the education of health workers following the Ebola outbreak.
- High level of good will towards the College.
- Trend towards the health care team approach rather than individual health professions globally.
- Ability to seek help from the Ministry of Health and Sanitation as well.

Threats

- Emergence of e-learning modes of delivery
- Loss of land through encroachment
- Poor work ethic and inefficiency
- Low administrative staff capacity
- Unattractive conditions of service.

Justification for Revision of the Strategic Plan

The last Strategic Plan was done in 2010 and it revealed the following deficiencies namely:

1. Inadequate numbers and quality of teaching staff.
2. Poor governance and administration.
3. Inability to recruit sufficient numbers of students due to deficiencies in teaching of sciences at secondary school level.
4. Serious problems with the structure and delivery of knowledge, skills and attitudes in several departments of the faculties of COMAHS, partly due to the fact that the curriculum had not been reviewed for over 22 years.
5. Infrastructure development had not kept pace with the growth of COMAHS.
6. Lack of modern medical laboratory/research centre and inadequate laboratory equipment.

Today, 2018, only 2 things have changed. Firstly, there are now more students that qualify for admission for Medicine than there are places available. Secondly, a curriculum review was done in 2014 for Medicine and Pharmacy.

For COMAHS to grow and develop into a responsive and resilient institution that meets the health needs of the nation, there needs to be a paradigm shift in its planning to address the challenges that have been observed. This starts right with an efficient and do-able Strategic Plan.

Part 4 Strategic Goals, Objectives and Priorities

The following nine (9) pillars were identified as guiding principles of this Strategic Plan:-

1. Governance and Management
2. Students
3. Staff
4. Research, Consultancy and Outreach
5. Teaching and Learning
6. Infrastructure, Equipment and Services
7. Funding and Finance
8. Partnership with local industries/external universities.
9. Environmental beautification

Chapter 2

THE NINE STRATEGIC PILLARS, THEIR ACTIVITIES, STRATEGIES AND OUTCOME INDICATORS

Pillar 1: GOVERNANCE AND MANAGEMENT: STRENGTHENING ADMINISTRATION

Objective 1: To strengthen the administrative structure of the College by setting up a College Academic Board.

Strategy: To establish a College Academic Board with representatives from COMAHS.

Activities and outcome indicators

Short Term activities

i. Advocate for a revision of the Universities Acts for the establishment of the College Academic Board.

ii. Identify the membership of the College Academic Board.

Short Term outcome indicators

i. A functional College Academic Board is set up.
ii. Funding and logistical resources provided for the Board.

Medium to Long Term activities

i. Strengthen activities of the College Academic Board by regular meetings according to a pre-determined academic calendar.

Medium to Long outcome indicators

i. College Academic Board established and handling all academic affairs of College.
ii. Board presents reports to Senate in a timely manner.

Objective 2: To appoint Deans and HOD's with managerial and academic managerial and administrative experience.

Strategy: To ascertain that all Deans and HOD's have the requisite skills and qualifications.

Activities and outcome indicators

Short Term activities

i. Limit appointment terms of unqualified people to one year only.
ii. Advertise for and recruit only staff with terminal degrees for long term appointment.
iii. If necessary rotate post yearly among the unqualified people in the Department and Faculty.
iv. Hold intra mural orientation courses in academic management and administration for all newly recruited Deans and HODs.

Short Term outcome indicators

i. All Deans and HOD's have some training in academic administration.
ii. Unqualified staff have equal exposure to the positions.

Medium to Long Term activities

i. Set term limit for unqualified staff and stick to it. (For example a lecturer without a terminal degree can only remain at post for say 6 years and then has to move up or out.
ii. Increase efforts to recruit full time new staff with terminal degrees.
iii. Support further training of existing staff without terminal degrees.
iv. Actively seek people available for the post such as those on sabbatical.
v. Set up a fund and scholarship- seeking unit in the College who will actively seek funding and positions for training for staff.
vi. Actively promote and encourage research and publications among staff to bring them to terminal degree level.

Medium to Long outcome indicators

i. All Deans are of Professorial grade.
ii. All HOD's are at least senior lecturer grade.
iii. All lecturers have terminal degrees.

Objective 3: Address Governance issues between COMAHS and the Teaching Hospitals

Objective: To establish the Jui hospital as the main Teaching Hospital for COMAHS and to strengthen the administrative interactions between COMAHS and the Jui and other Teaching hospitals.

Strategy: To establish a Standing Committee with representatives from COMAHS/USL, Ministry of Tertiary Education, and MOHS.

Activities and outcome indicators

Short Term activities

i. Develop an MOU between COMAHS and MOHS regarding the Jui hospital in particular and the other Teaching hospitals
ii. Advocate for the establishment of the Standing Committee.
iii. Identify the nominees for the Committee with written TOR
iv. Identify and mobilize resources for the functioning of the Committee

Short Term outcome indicators

iii. A functional Standing committee established
iv. Memorandum of Understanding developed
v. Funding and logistical resources provided for the Committee.
vi. Give dual employment to clinicians/lecturers at Jui hospital/ COMAHS.
vii. All Clinical HOD's at Jui hospital are COMAHS lecturers.

Medium to Long Term activities

ii. Strengthen Jui Teaching Hospital and the other Teaching hospitals through improved infrastructure, equipment and human resources
iii. Support and collaborate with MOHS to enhance academic and professional programmes in the Jui hospital and the other teaching hospitals.

Medium to Long outcome indicators

i. Jui and all other designated teaching hospitals meet accreditation standards
ii. Diploma and specialist programs for health personnel operational in teaching hospitals.

Pillar 2: STUDENTS

Current status: Number of Admissions
Number graduating
Teaching- curriculum
Mentoring

Objective: To increase the quality of students graduating from COMAHS.

Strategy 1: Revise the curriculum to make Premed a one year programme and increase the number of eligible candidates for direct entry and admission to Premed and other programs.

Activities and outcome indicators

Short Term activities

i. Develop or review admission policy and selection criteria
ii. Review premed curriculum to one year

Short Term Outcome Indicators

i. All eligible candidates are admitted to Premed.
ii. All Premed courses are being taught by University grade Science part time lecturers or full time lecturers.
iii. Minimum admission to PreMed is based on the aggregate of 20 units
iv. Qualified RNs are being admitted to year 3 of the BSc nursing program

Medium term activities

i. Develop/Update and disseminate College handbook/Prospectus to secondary schools, relevant line ministries and professional regulatory bodies and the College students.

Medium Term Outcome Indicators

i. College prospectus developed/updated
ii. Prospectus distributed to schools, line ministries, professional regulatory bodies

Long term

i. Advocate for an increased number and quality of Science teachers in the Secondary Schools and enhanced budgetary support.
ii. Establish partnership and collaboration with education related NGOs and development partners, for resource mobilization to make science teaching and learning more attractive.
iii. Advocate for special allowances for science teachers
iv. Initiate activities to popularize science among the youth and the public at large through use of Media initiatives

Long Term Outcome Indicators

i. Work of advocacy committee for science teaching sustained and enhanced

Strategy 2: Ensure that curriculum and syllabus are realistic so as not to negate the chance of student achieving their full academic and professional potential.

Activities and outcome indicators

Short term activities

i. Administer tools to students for feedback on the current course content and delivery
ii. Departments should review the course content and interpret for relevance and load for the premed programme.
iii. Set in motion the Curriculum Review process.

Short Term Outcome Indicators

i. All departments have administered tools and analyzed student feed back
ii. All departments have reviewed course contents for relevance and load
iii. At least 50% of departments have set the curriculum review process in motion

Medium term activities

i. Recruit and enhance capacity for teaching the Pre-Med subjects in line with workload.
ii. Identify resources both human and material for the review process
iii. Procure support materials for the curriculum review process
iv. Identify and recruit curriculum review experts.
v. Plan any other process that is relevant to the review of curriculum
vi. Set up a Department of Premedical studies.

Medium Term Outcome Indicators

i. At least 1 permanent academic staff recruited for each subject taught at Pre-Med.
ii. Curriculum Review process completed
iii. Department of Premedical studies established

iv. Work of advocacy committee for science teaching sustained and enhanced
v. Qualified RNs are being admitted to year 3 of the BSc nursing program

Long term activity

i. Review curriculum every 5 years for relevance

Long Term Outcome Indicators

i. Curricula are review every 5 years

Strategy3: Enhance welfare of students including mentoring for psychological and physical well being as well as career path

Activities and outcome indicators

Short Term activities

i. Set in motion the process required to establish the office of a Dean of Students Affairs.
ii. Develop a work plan for nurturing and enhancing student welfare including mentoring, recreation and spiritual well being
iii. Improve existing recreational facilities
iv. Lobby government for increase in quota of Grants-in-Aid for the needy students.
v. Provide budget line for adequate drugs supplies and staffing of the student and staff family health facilities.

Short Term Outcome Indicators

I. The DVC has set in motion the process of establishing the position of Dean of Student Affairs.
II. The Warden of students has developed a work plan for enhancing and nurturing student welfare
III. All existing recreational facilities are functional
IV. COMAHS has lobbied for an increase in the Grant-in-Aid quota
V. Budget allocations for drugs and staff salaries in all COMAHS clinics have been increased by 30%

Medium term activities

i. COMAHS has finalized the process for the establishment of the Office of the Dean of Student Affairs.
ii. Appoint Imam and Clergy
iii. Appropriate financial provisions for human and material resources to run the Office of the Student Affairs.
iv. Recruit and empower counselors/mentors
v. Strengthen the games and sports unit

Medium Term Outcome Indicators

I. Office of Dean of Student Affairs established and adequately funded
II. Clergy appointed
III. Counselors/Mentors recruited and schedule of duties agreed
IV. Games and sports unit strengthened

Long Term activities

I. Build recreational facilities
II. Build hospital for COMAHS both for student welfare and fund raising
III. Transform the Games Unit to the department of Sports Medicine
IV. Establish comprehensive social welfare services.

Long Term Outcome Indicators

i. Additional recreational facilities are built
ii. Hospital for COMAHS students and staff is built and operational
iii. Games unit upgraded to a department of Sports Medicine
iv. Comprehensive social welfare services have been established for COMAHS Students and staff.

Pillar 3: STAFF

Current Situation: staff number

Staff: student ratio

Qualifications

Staff welfare

2.3.1 Objective: To develop a critical mass of academic and technical staff to meet the demands of the goals of COMAHS.

2.3.2 Strategy: Training, recruitment, replacement and retention of staff

2.3.3 Activities and outcome indicators

2.3.3.1 Short Term activities

i. Define the student/staff ratios and identify gaps
ii. Consolidate all the financial, material as well as human resources necessary for the implementation of all approved postgraduate programs by Senate including Diploma programs.
iii. Advertise and enroll postgraduate students.
iv. Reintroduce the intercalated BSc programs in the Basic Sciences
v. Recruit staff in departments that are in dire need (No department should have less than 3 Academic members of staff)
vi. Put mechanisms in place to supply the middle level manpower needed to give service and monitor undergraduate training thus giving senior consultants time to support Postgraduate training
vii. Lobby bilateral partners to recruit staff
viii. Develop conditions of service that are conducive for retention of staff such as housing, financing, health care and career structures.
ix. Establish Jui Teaching Hospital and staff and equip it to teach students and train staff.
x. Seek support and funding for post graduate training proposal for Jui hospital.

Short Term outcome indicators

i. Staff / Student ratios defined and gaps identified
ii. All financial, material and human resources required for already approved Postgraduate programs consolidated
iii. Advertise and enroll students for these programs.

iv. Syllabus for intercalated BSc programs adapted / developed
v. Advertise and recruit permanent staff to bring the number for each Department to a minimum of 3
vi. Bilateral partners lobbied for short term academic and technical staff support
vii. Conditions of service conducive for retention of staff developed
viii. Funds lobbied for intercalated BSc Curricula adapted / developed for postgraduate programs in Clinical Sciences
ix. Curricula adapted / developed for master's and doctorate programs in Basic Sciences, Pharmacy, Lab Sciences and Nursing.
x. WACP/WACS programmes modified for local postgraduate College

Medium Term activities

i. Seek WACP/ WACS training programme start at Link up with the Post graduate Colleges to start postgraduate programmmes in Paediatrics, Obstetric & Gynaecology, Internal Medicine, Surgery, Dentistry, Ophthalmology and Anaesthesia and Laryngo-otology
ii. Apply for accreditation for post graduate Training for Jui Hospital.
iii. Commence Postgraduate training in Obstetrics/Gynaecology, Surgery Internal Medicine and Paediatrics urgently based on accreditation granted to the Teaching Hospitals by WACS and WACP (As a minimum deliver 6 (residents) per year in each of these 4 major speciaities.
iv. Develop/Adapt curriculum for postgraduate programs (MSc. MPH, MPhil and PhD) in Basic Sciences, Pharmacy, Laboratory Sciences and Nursing.
v. Put mechanisms in place through linkages and bilateral partners to initiate the rigorous postgraduate training programme at the Jui hospital.
vi. Increase the numbers of Specialists, through government and partners by networking with regional/professional West African Medical Colleges, Common Wealth University Association, Royal Colleges of Specialists, in the higher Administrative cadres of the Ministry of Health and Sanitation.

2.3.3.4 Medium Term Indicators

i. Intercalated BSc programs introduced
ii. Postgraduate training commenced including Clinical Sciences
iii. Parallel program in Basic Sciences, Pharmacy, Lab Sciences and Nursing Started
iv. Number of Clinical Specialists increased by 100% through government and development partners by networking.
v. Mechanisms are put in place through linkages and bilateral partners to develop middle man power in Clinical Sciences.

2.3.3.5 Long Term activities

i. Postgraduate training in the country should be supported by all the Faculties in COMAHS in Paediatrics, Obstetrics and Gynaecology, Ophthalmology, Internal Medicine, Anaesthesia, Dentistry through invitation of external Consultants in disciplines of need.
ii. Jui Teaching Hospital should be established as the premier teaching hospital.
iii. Sustain the improved staffing situation in the Basic Sciences by putting systems in place that parallel programmes are mounted in the Departments of the Basic Sciences through COMAHS and the University system training postgraduates at the MSc / MPhil level.
iv. Lobby for annual budget lines that enable the intercalated BSc.
v. Programme in the Basic Sciences to be sustained in order to train post graduates
vi. Identified promising students in Year l and ll as candidates earmarked for Academic career in Medicine / Dentistry.

2.3.3.6 Long Term outcome indicators

I. Postgraduate programs are established in all faculties in COMAHS

Pillar 4: **RESEARCH, CONSULTANCY AND OUT REACH**

Current situation:

Objective: To nurture and strengthen research, consultancy and outreach culture among the students and staff.

Strategies

i. Incorporating research method modules in all curricula
ii. Organizing workshops on research process for academic staff
iii. Encouraging research network within and outside the country
iv. Upgrading information, Communication Technology (ICT) facilities for e-journals and other publications
v. Strengthening the Scientific Medical Journals for dissemination of the results.

Activities and outcome indicators

Short Term activities

i. Set up the Research Committee at COMAHS to spear head the Research, Consultancy and Out Reach Activities
ii. Develop Research, Consultancy and Outreach Policy
iii. Set local funds for student research as well as prizes
iv. Identify research priority for Sierra Leone
v. Lobby for research funds from all sources
vi. Departments should evaluate their curricula for research methodology content
vii. Improve existing laboratories and equipment to ensure that they are functional

Short Term outcome indicators

i. Research Committee set to:-

- Spearhead research, consultancy and outreach activities
- Develop policy for research, consultancy and out reach
- Solicit funds to support staff and student research activities
- Identify research policies for Sierra Leone

ii. All departments evaluate their curricula for research methodology content

iii. All existing laboratories and equipment are made functional.

Medium Term activities

I. Establish a Centre of Research Excellency for research in areas of priority in health sector of Sierra Leone

II. Lobby government for PhD training for professional research activities and faculty positions.

III. Lobby government and development partners for revolving fund for nurturing medical research, consultancy and outreach

IV. Network for National Institute Health, Wellcome Trust Maxi Plank

V. Institute and others to partner with Sierra Leone for priority research Activities

VI. Advocate for research collaboration between COMAHS and various programs with the MOHS

VII. Re-equip and build new research laboratories to meet the increased research activities, support continuing professional development and career advancement in COMAHS.

Medium Term outcome indicators

I. Mechanisms for soliciting research funds sustained

II. Mechanisms for collaborative research with established Research Affiliates e.g. National Institute of Health, Wellcome Trust, maxi Planck Institute etc. are established.

III. Research collaborations with MOHS program directives established

IV. 3-New research laboratories for research built and equipped to support continuing professional development and career advancement

Long Term activities

I. Sustain funding through research proposal and dissemination of results and Emphasizing the relevance of health priority of Sierra Leone

II. Research Career paths rewarded

III. Consultancy resources appropriately used for both institutional development as well as salary support to staff members

IV. Sustain, evaluate, improve and develop laboratory research services

Long Term outcome Indicators

I. Career paths rewarded through research activities e.g. promotions and other

II. Consultancy resources used for institutional development and staff salary Support

III. Research funding sustained through dissemination of research.

PILLAR 5: TEACHING AND LEARNING

Current Situation:

Objective: To update curriculum content and delivery to meet the current needs of COMAHS, Sierra Leone and globally.

Strategies:

1. Strengthening the Office of the Provost
2. Setting up curriculum review panels drawn from specialists in all COMAHS departments
3. Restructuring of courses
4. Restructuring time tabling and tracking down students' attendance at lectures, practical, field work etc.
5. Upgrading and rehabilitating the support equipment, consumables and teaching aids
6. Reviewing the assessment of learning outcomes and appeal procedures
7. Developing student feedback mechanisms involving course contents and delivery of the content.

Activities and outcome indicators

Short Term activities

i. Conduct orientation workshop (1 week) of review panels in syllabus review/adaptation/development

ii. Undertake review of syllabuses, modules as appropriate
iii. Develop curricula to ensure that students are introduced to Clinical Medicine for at least four weeks before pathological studies
iv. Put mechanisms in place to ensure that students are exposed to Basic Nursing for at least four weeks
v. Review the curriculum to make sure that students are introduced to research methodology
vi. Modify the Curricula so that students are introduced to managerial entrepreneurial, pedagogical and ethical skills in all clinical discipline
vii. Strengthen existing measures aimed at tracking down students' attendance at lectures and at practical sessions.
viii. Restructure courses in light of revised entry requirements

2.4.4.2 Short Term outcome indicators

i. Orientation workshops conducted for review panel and syllabus adaptation and development
ii. Syllabuses and modules reviewed
iii. Curricula developed to introduce students to clinical medicine for at least before Pathology course
iv. Medical students are exposed to basic nursing for at 4 weeks before starting their Clinical attachments
v. Curricula are reviewed so students are introduced to research methodology, managerial, entrepreneur, pedagogical and ethical skills
vi. Measures are strengthened for tracking student attendance at lectures, practical and clinical attachments
vii. Pre-Med studies are restructured in the light of the revised entry requirements.

Medium Term activities

i. The curriculum in all Departments of COMAHS be reviewed to ensure that the content reflects the needs required to arm and equip medical and allied health personnel – Doctors, Pharmacists, Nurses, Laboratory Scientists and other health personnel with sound professional, pedagogical managerial and attitudinal skills (ethics) for service in Sierra Leone. This should inculcate the health policy.

ii. Procure, rehabilitate and strengthen the necessary teaching and learning aids
iii. Determined efforts should be made by all Departments to explore the modular system of instruction.
iv. All Departments should include in their instruction a module, however brief on Research Methodology
v. Efforts should be made to impart managerial, entrepreneurial and ethical skills in all clinical disciplines
vi. An action plan for the development of Dental and other Faculties relevant to Sierra Leone put in place.

2.4.4.4 Medium Term outcome indicators

i. Curricula have been revised to ensure that the content reflects the need to arm health Personnel for services in Sierra Leone
ii. Teaching and learning have been provided/rehabilitated
iii. Departments have developed the modular system for instruction and examination
iv. An Action Plan developed for establishment of Dental Faculty.

2.4.4.5 Long Term activities

i. Review of the Curricula should be carried out ideally every five years
ii. Dental Faculty set up.

2.4.4.6 Long Term outcome Indicators

i. Curriculum review is undertaken every six years
ii. Dental Faculty developed

PILLAR 6: INFRASTRUCTURE, EQUIPMENT AND SERVICES

Current Situation:

Objective: To centralize and build the infrastructure, equipment and services of COMAHS at Kossoh Town site and modernize and expand those already existing there..

Strategies:

1. Auditing the infrastructure, equipment and services of COMAHS
2. Strengthening Office of the Estate Manager to enable the development of physical infrastructure, equipment and services
3. Lobbying local stakeholders to buy into the infrastructure, equipment and service development at the Kossoh Town campus
4. Mobilizing resources through bilateral donors.

2.5.3 Activities and outcome indicators

2.5.3.1 Short Term activities

i. Put mechanisms in place for auditing of facilities, equipment and services

ii. University architect develops infrastructure plans for those structures that have not been developed for the COMAHS campus to the projected student and staff population

iii. Advocate for centralizing COMAHS at Kossoh Town.

iv. University architect develops infrastructure plans for those structures that have not been developed for the COMAHS campus to the projected student and staff population

v. Advocate for improving infrastructure and equipment in Jui and other designated hospitals

vi. Lobby bilateral partners to install solar energy for light and boreholes in all strategic places

vii. Improve COMAHS connectivity to the national grid (EDSA).

viii. Repair and renovate existing facilities, services and equipment for teaching and learning

ix. Repair and renovate existing facilities and services for student accommodation

x. Repair, renovate and equip existing facilities and services for student recreation

xi. Repair, renovate and equip all libraries with all modern services including ICT

xii. The Headship of COMAHS be involved in the allocation and utilization of space and service areas in the Jui Hospital.

2.5.3.2 Short Term outcome indicators

i. Mechanisms are put in place auditing existing structures, equipments and Services

ii. Improvement infrastructures in all designated teaching hospitals advocated for

iii. Bilateral partners are lobbied to build structures at Kossoh and to install solar energy for light in strategic places.

iv. Existing facilities and services for teaching and learning, student accommodation, and recreation are repaired/renovated

v. Infrastructure plans for COMAHS campus developed.

vi. All libraries are stocked and provided with modern services including ICT

vii. Service delivery by the office of the deputy registrar is upgraded

viii. Head of COMAHS is involved in the allocation of space and service areas in the new hospital at Kossoh Town

2.5.3.3 Medium to long term activities

i. Development partners such as Chinese install solar energy

ii. Procure vehicles for strengthen staff and student mobility

iii. Lobby through the Tripartite Committee for incorporation of hospitals that have appropriate facilities that have potential to be used as teaching hospitals to be used by COMAHS.

iv. Approach development partners to open discussions on infrastructure development in order to enhance collaboration activities between Ministry of Health and Sanitation and COMAHS e.g. Chinese Government, Japanese Government (JICA), DIFID, GTZ, WHO etc.

v. The construction of the following will be undertaken in the medium to long term in the new Campus:

- Teaching area: Lecture Halls, auditorium, library, laboratories – general and specialized.
- Offices area: Administrative block and offices for staff
- Accommodation area: Student hostels, staff accommodation, guest house.
- Service area: COMAHS clinic, cafeteria, supermarket, shops, Student Union building, bank.
- Recreation area: Sports field, foot ball and cricket pitches, squash court, gymnasium.
- Places of worship
- Vehicle maintenance and equipment facilities

Medium to long term outcome indicators

i. Solar energy for light installed.
ii. Funding secured for start of Kossoh Town campus development.
iii. Fleet of vehicles are procured and increased for staff and student mobility
iv. Planning for and construction of the structures undertaken.

PILLAR 7: FUNDING AND FINANCE

Current status

Objective: To raise funds to finance all the identified strategic priority needs for COMAHS to achieve its mandate.

Strategies:

i. Government Subvention
ii. Student fees
iii. Bilateral Partners
iv. Stakeholders including Alumni and Companies

Activities and outcome indicators

Short Term activities

i. COMAHS should lobby for increased Government funding to strengthen its performance and contribution to health sector capacity building.

ii. District Council administration should be approached to sponsor students from their districts.

iii. University of Sierra Leone should seek increase of its subvention per student.

iv. A Fund Raising Officer and a Communication Officer should be appointed with offices and staff to strengthen fundraising, relationships with Alumni, organized private sector, donor partners and private persons who can be supporters of COMAHS in several ways.

v. COMAHS should establish and set funds aside for Alumni Liaison Officer.

vi. Update and maintain Alumni database, solicit funds via regular newsletter, appeals and Alumni fundraising events.

vii. Obtain sponsorship for students through Rotary International and other well wishers.

viii. Encourage senior level advocacy with government to highlighting the importance of prompt and full payment of Grant-in-Aid and ensuring that repeating students in year 4 or final year do not have their grants withdrawn.

2.7.3.2 Short Term outcome indicators

I. COMAHS lobbies for increased government funding.

II. COMAHS appoints a Fund raising Officer and the Communications Officer.

III. USL seeks increase in its subvention per student from government.

IV. COMAHS establishes and funds an Alumni Liaison Office.

V. Alumni database is prepared.

VI. The Vice Chancellor advocates with the MEYS for students repeating year 4 or final year to retain their Grant-in-Aid.

2.7.3.3 Medium Term activities

i. COMAHS should take steps to diversify its sources of income and reduce its almost total dependence on subvention and fees as sources of income. Additional sources of income include an Endowment Fund, Alumni Association donations and Private Sector sponsorships and foundations.

ii. Ventures that can earn additional income for COMAHS should be established as in some Universities in Africa and elsewhere e.g. Guest Houses, Printing Works, manufacture of pure water, renting out of Halls for occasions such as Conferences, Weddings etc.

iii. COMAHS should lobby that grant should not be withdrawn from the sponsored student by Government, Local Government, Private Sector, Alumni Association, Endowment Funds etc when they repeat the year in any discipline.

iv. Finance Department should be IT empowered.

Medium Term outcome indicators

I. COMAHS takes steps to diversify its sources of income e.g through commercial ventures.
II. Finance department is fully ITC empowered.
III. COMAHS accounts are audited on time.
IV. Grants-in-Aids for sponsored students are paid expeditiously.
V. Government has revealed and standardized staff salaries between the USL and Njala University.
VI. Funds are raised to assist disadvantaged students enrolled in Medicine, Pharmacy and Nursing.

Long Term activities

I. There should be expeditious payment of grants to COMAHS.

II. The Government should review and standardize salaries of staff in USL and Njala University.
III. Senior-level advocacy with government requesting increased subvention and funding.
IV. A basis for this advocacy could be achieved by preparing a short report emphasizing the role and importance of COMAHS in fulfilling the GoSL PRSP and filling current gaps in healthcare provision.
V. Use funds raised to create a specific sponsorship fund for bright but disadvantaged students wanting to undertake pharmacy, nursing or medical studies (*i.e 3 awards in Year 1*).
VI. Finance department should be IT empowered.
VII. Expedite ongoing procurement investigations and seek professional support (*e.g auditors*) to assess and validate procurement options and create staff training/gap filling plan for finance department.
VIII. Ensure proper auditing of COMAHS accounts to clarify income and expenditure.

Long Term Indicators

i. Sustained advocacy for funding of all COMAHS activities

Chapter 3

Budget for the Strategic Plan

Objective

The budget for accomplishing the strategic plan is designed with objectives of developing and sustaining COMAHS so that it can achieve 80% of the strategic plan in the short and medium terms and 100% with the duration of this strategic plan.

There are several assumptions that was been taken into consideration when developing this budget. These are:-

(i) Ability of COMAHS Secretariat to establish the required mechanisms that will be necessary to mobilize resources.

(ii) The Government’s commitment to support the resource mobilization strategies and process of COMAH.

(iii) Local Partners (University of Sierra Leone, Companies, Alumni, Friends of COMAHS etc) of COMAHS to take a lead role in assisting with resource Mobilization process.

The budget was developed based on the current budget of COMAHS (*2010*) plus 20% annual variation for inflation.

BUDGET					
			Cost in USD (000)		
No.	**Item**	**Activity**	**Short term**	**Medium term**	**Long term**
1.0	**Strengthening Administration**				
	Reciprocal Appointments between COMAHS and Hospital Staff	10 Workshops/Meetings	50	30	10
	Representation of COMAHS in Hospital Committees	MOU	20	15	10
	Strengthen interaction between COMAHS and Hospitals	Secretarial Services	20	15	10
		Perks for Staff appointed/running costs	100	150	150
		Office spaces identified	175	100	50
		Contingency	10	10	10
	Subtotal		**355**	**320**	**240**
2.0	**Students**				
	Increase number of eligible candidates	Lobbying for science school Improved curriculum	20	15	10
	Ensure improvement	Premed strengthening	1500	1000	500
	Improvement of welfare and mentoring of students	welfare	500	250	150
		contingency	20	20	20
	Subtotal		**2040**	**1285**	**680**
3.0	**Staff**				
	Training	Postgraduate studies	300	200	200
	Recruitment	Housing	700	800	1000
	Replacement	Perks/salaries	1400	1500	1600
	Retention	Policies	20	15	10
		contingency	50	30	20
	Subtotal		**2470**	**2545**	**2830**

	Teaching and Learning				
	Setting up of Curriculum Review panels	Curriculum Review Process	200	150	100
	Restructuring of Courses	Procurement of teaching and learning materials	3000	2500	2000
	Restructuring tabling and tracking down attendance	Upgrade students assessment tools	50	50	25
	Upgrade and rehabilitate support Equipment, consumables and teaching Aids	Upgrading and rehabilitating equipment	5000	3500	3000
	Review assessment of learning and appeal Process				
	Develop student feedback mechanisms	Develop feedback mechanisms	20	10	5
		Contingency	20	20	20
	Subtotal		8290	6230	5150
5.0	**Infrastructure, Equipment and Services**				
	Audit of Infrastructure, Equipment and Services	Audit Costs	5	5	5
	Strengthening the office of Estate manager	Rehabilitation Costs	5000	4500	3000
	Lobby local stakeholder to buy in the infrastructure development	Kossoh town Campus development cost	3500	3000	4000
	Mobilize resources through bilateral agreement	Travel for lobbying	50	50	50
		Contingency	10	10	10
	Subtotal		**8560**	**7560**	**7060**
6.0	**Research, Consultancy and Outreach**				
	Incorporate research methods in all	Curriculum development	200	150	100

	curricula	Policy formulation	10	5	5
	Organize workshops on research process for all academic staff	workshops	30	20	20
	Develop research networks	networks	20	20	20
	Upgrade ICT	ICT procurement	2000	1500	1500
	Strengthen Scientific Journals	Journal Subscription	400	400	400
		Contingency	50	50	50
	Subtotal		**2760**	**2010**	**2095**
	7.0 Funding and Finance				
	Government Subvention	Office of communications and fund-raising officer	50	20	10
	Students' Fees	Officer in charge of Alumni database	10	5	5
	Bilateral Partners and Stakeholder	Investment	6000	2000	1000
		Contingency	5	5	5
	Subtotal		6065	2030	1020
	Grand Total		30,540	21,980	19,0750

1.0	Priority Area 1: Strengthening Administration **Objective:** To strengthen the administrative interactions between COMAHS and the Teaching hospitals. **Strategy:** To establish a Standing Committee with representatives from COMAHS, and MOHS, USLTHC, TEC,			
	Strategic Activities			
	Short term	**Medium term**	**Long term**	**Outcome Indicators**
	Advocate for the establishment of the Standing Committee.	Strengthen all designated Teaching Hospitals within and outside Freetown through improved infrastructure, equipment and human resources	Support and collaborate with MOHS to commence academic and professional programmes in the country	A functional Standing committee established
	Identify the Nominees for the Committee with written TOR			Nominees identified and TOR written
	Develop an MOU between COMAHS and MOHS regarding the Teaching Hospitals			Memorandum of Understanding developed
	Identify and mobilize resources for the functioning of the Committee			Funding and logistical resources provided for the Committee
				All designated Teaching Hospitals meet accreditation standards
				Diploma and specialist programs for health personnel operational

	Priority Area 2: Students **Objectives:** To increase the numbers and quality of students graduating from COMAHS **Strategy1**: Increase the number of eligible candidates for direct entry and admission to Premed and other programs **Strategy2**: Ensure that curriculum and syllabus are realistic so as not to negate the chance of student achieving their full academic and professional potential **Strategy3**: Enhance welfare of students including mentoring for psychological and physical well being as well as career path Strengthen Science teaching in Secondary Schools

Strategic activities

Short term	**Medium Term**	**Long term**	**Outcome Indicators**
Set up a committee for advocacy on strengthening of science teaching in secondary schools	Develop/Update and disseminate College handbook to Book/Prospectus to secondary schools, relevant line ministries and professional regulatory bodies.	Advocate for an increased number and quality of Science teachers in the Secondary Schools and enhanced budgetary support.	Committee for advocacy to strengthen science teaching in secondary schools established
Identify science oriented schools nationwide and advocate for additional funding	Advocate and participate in the curriculum review process for the Sciences by the national curriculum review body	Establish partnership and collaboration with education related NGOs and development partners, for resource mobilization to make science teaching and learning more attractive	At least 75% of Pre-Med course are being taught by University Science lecturers
Use University Science teachers to strengthen teaching in Secondary School	Recruit and enhance capacity for teaching the Pre-Med subjects in line with workload.	Advocate for special allowances for science teachers	Minimum admission to Pre-Med is based on the aggregate of 20 units
Develop or review admission policy and selection criteria	Identify resources both human and material for the review	Initiate activities to popularize science among	College prospectus developed/updated

		process	the youth and the public at large through use of Media initiatives	
	Appoint a Senior Academic staff with management experience as director to coordinate and supervise the Pre-Med Programs.	Procure support materials for the curriculum review process	Review curriculum every 6 years for relevance	Prospectus distributed to schools, line ministries, professional regulatory bodies
	Administer tools to students for feedback on the current course content and delivery	Identify and recruit curriculum review experts.	Transform the Games Unit to the department of Sports Medicine	Curriculum Review process completed
	Departments should review the course content and interpret for relevance and load.	Plan any other process that is relevant to the review of curriculum	Build hospital for COMAHS both for student welfare and fund raising	Work of advocacy committee for science teaching sustained and enhanced
	Set in motion the Curriculum Review process	Establish a department of Premedical studies in the Faculty of basic Medical Sciences.	Build recreational facilities	A Senior Academic staff has been appointed to coordinate and supervise the Pre-Med programmes
	Set in motion the process required to establish the office of a Dean of Students Affairs.	COMAHS should have finalized the process for the establishment of the Office of the Dean of Student Affairs.	Establish comprehensive social welfare services.	All departments have administered tools and analyzed student feed back
	Develop a work plan for nurturing and enhancing student welfare including mentoring, recreation and spiritual well being	Appoint Imam and Clergy		All departments have reviewed course contents for relevance and load
	Improve existing recreational	Appropriate financial		At least 50% of

	facilities	provisions for human and material resources to run the Office of the Student Affairs.		departments have set the curriculum review process in motion
	Lobby government for increase in quota of Grants-in-Aid for the needy students.	Recruit and empower counselors/mentors		At least 1 permanent academic staff recruited for each subject taught at Pre-Med.
	Provide budget line for adequate drugs supplies and staffing of the student and staff family health facilities	Strengthen the games and sports unit		Curriculum Review process completed
				Department of Premedical studies established
				Work of advocacy committee for science teaching sustained and enhanced
				Clergy appointed
				Counselors/Mentors recruited and schedule of duties agreed
				Games and sports unit strengthened
				Qualified RNs are being admitted to year 3 of the BSc nursing program
				Curricula are review every 6 years
				The Provost has set in motion the process of

				establishing the position of Dean of Student Affairs
				The Warden of students has developed a work plan for enhancing and Nurturing student welfare
				All existing recreational facilities are functional
				COMAHS has lobbied for an increase in the Grant-in-Aid quota
				Budget allocations for drugs and staff salaries in all COMAHS clinics have been increased by 30% Additional recreational facilities are built
				Hospital for COMAHS students and staff is built and operational
				Games unit upgraded to a department of Sports Medicine
				Comprehensive social welfare services have been established for COMAHS Students and staff
3.0	Priority Area 3: Staff **Objective:** To develop a critical mass of academic and technical staff to meet the demands of the goals of COMAHS			

	Short term	Medium term	Long term	Outcome Indicators
	Strategy: training, recruitment, replacement and retention of staff			
	Strategic activities			
	Short term	**Medium term**	**Long term**	**Outcome Indicators**
	Define the student/staff ratios and identify gaps	Develop/Adapt curriculum for postgraduate program in the other disciplines such as Diploma Programs in Anaesthesia, Paediatrics, Obstetric & Gynaecology, Ophthalmology and Diploma in Laryngo-otology	Postgraduate training in the country should be supported by all the Faculties in COMAHS {and it should be locally based adopting a bottom up Approach, starting with Diploma Programmes in Anaesthesia, Paediatrics, Obstetrics and Gynaecology, Ophthalmology, DLO} through invitation of external Consultants in disciplines of need.	Staff / Student ratios defined and gaps identified
	Consolidate all the financial, material as well as human resources necessary for the implementation of all approved postgraduate programs by senate including Diploma programs.	Commence Postgraduate training in Obstetrics/Gynaecology & Surgery urgently based on partial accreditation granted by WACS to Connaught & PCM Hospitals (As a minimum deliver 3 trainee (residents) in Surgery x 2 yrs = 6 trainees and 4 trainees (residents) in Obstetrics/Gynaecology x 2 years = 8 trainees).	Sustain the improved staffing situation in the Basic Sciences by putting systems in place that parallel programmes are mounted in the Departments of the Basic Sciences through COMAHS and the University system training postgraduates at the MSc / MPhil level	All financial, material and human resources required for already approved Postgraduate programs consolidated
	Advertise and enroll postgraduate students.	Develop/Adapt curriculum for postgraduate programs (MSc.	Lobby for annual budget lines that enable the	Advertise and enroll students for these

		MPhil and PhD) in Basic Sciences, Pharmacy, Laboratory Sciences and Nursing.	intercalated BSc	programs.
	Reintroduce the intercalated BSc programs in the Basic Sciences	Put mechanisms in place through linkages and bilateral partners to develop the middle manpower between Medical Officers and Specialists	Programme in the Basic Sciences to be sustained in order to train	Syllabus for intercalated BSc programs adapted / developed
	Recruit staff in departments that are in dire need (No department should have less than 3 Academic members of staff)	Increase the numbers of Specialists, through government and partners by networking with regional/professional West African Postgraduate Medical Colleges, Commonwealth University Association, Royal Colleges of Specialists, in the higher Administrative cadres of the Ministry of Health and Sanitation.	Identified promising students in Year l and ll as candidates earmarked for Academic career in Medicine / Dentistry.	Advertise and recruit permanent staff to bring the number for each Department to a minimum of 3
	Put mechanisms in place to supply the middle level manpower needed to give service and monitor undergraduate training thus giving senior consultants time to support Postgraduate training			Bilateral partners lobbied for short term academic and technical staff support
	Lobby bilateral partners to recruit staff			Conditions of service conducive for retention of staff developed
	Develop conditions of service that are conducive for retention of staff			Funds lobbied for intercalated BSc Curricula

	such as housing, financing, health care and career structures			adapted / developed for postgraduate programs in Clinical Sciences
				Curricula adapted / developed for master’s and doctorate programs in Basic Sciences, Pharmacy, Lab Sciences and Nursing.
				Intercalated BSc programs introduced
				Postgraduate training commenced including Clinical Sciences Parallel program in Basic Sciences, Pharmacy, Lab Sciences and Nursing Started
				Number of Clinical Specialists increased by 100% through government and development partners by networking
				Mechanisms are put in place through linkages and bilateral partners to develop middle man power in Clinical Sciences.
				Postgraduate programs are established in all faculties

				in COMAHS
4.0	**Priority Area 4: Teaching and Learning** **Objective:** To update curriculum content and delivery to meet the current needs of COMAHS, Sierra Leone and globally. **Strategies**: 8. Strengthening the Office of the Provost 9. Setting up curriculum review panels drawn from specialists in all COMAHS departments 10. Restructuring of courses 11. Restructuring time tabling and tracking down students' attendance at lectures, practical, field work etc. 12. Upgrading and rehabilitating the support equipment, consumables and teaching aids 13. Reviewing the assessment of learning outcomes and appeal procedures 14. Develop student feedback mechanisms involving course contents and delivery of the content.			
	Strategic Activities			
	Short term	**Medium term**	**Long term**	**Outcome indicators**
	Conduct orientation workshop (1 week) of review panels in syllabus review/adaptation/Development	The curriculum in all Departments of COMAHS be reviewed to ensure that the content reflects the needs required to arm and equip medical and allied health personnel – Doctors, Pharmacists, Nurses, Laboratory Scientists and other health personnel with sound professional, pedagogical managerial and attitudinal skills (ethics) for service in Sierra Leone. This should inculcate the newly promulgated health policy	Review of the Curricula should be carried out ideally every six years	Orientation workshops conducted for review panel and syllabus adaptation and development
	Undertake review of syllabuses, modules as appropriate	Procure rehabilitate and strengthen the necessary	Embryonic dental units in the Departments of	Syllabuses and modules reviewed

		teaching and learning aids	Anatomy, Physiology and Oral Biology to kick start the project while arranging for placement of second year students in established schools in Accra and Lagos.	
	Develop Curricula to ensure that students are introduced to Clinical Medicine for at least four weeks before pathological studies	Determined efforts should be made by all Departments to explore the modular system of instruction. The clinical disciplines are initially exempted from this requirement.		Curricula developed to introduce students to clinical medicine for at least before Pathology course
	Put mechanisms in place to ensure that students are exposed to Basic Nursing for at least four weeks	All Departments should include in their instruction a module, however brief on Research Methodology		Medical students are exposed to basic nursing for at 4 weeks before starting their Clinical attachments
	Review the curriculum to make sure that students are introduced to research methodology	Efforts should be made to impart managerial, entrepreneurial and ethical skills in all clinical disciplines		Curricula are reviewed to students are introduced to research methodology, managerial, entrepreneur, pedagogical and ethical skills
	Modify the Curricula so that students are introduced to managerial entrepreneurial, pedagogical and ethical skills in all clinical discipline	An action plan for the development of Dental and other Faculties relevant to Sierra Leone put in place.		Measures are strengthened for tracking student attendance at lectures, practical and clinical attachments
	Strengthen existing measures aimed			Pre-Med studies are

	at tracking down students' attendance at lectures and at practical sessions.			restructured in the light of the revised entry requirements.
	Restructure courses in light of revised entry requirements			Curricula are revised to ensure that the content reflects the need to arm health Personnel for services in Sierra Leone
				Teaching and learning are provided/rehabilitated
				Departments have developed the modular system for instruction and examination
				An Action Plan developed for establishment of Dental Faculty.
				Curriculum review is undertaken every six years
				Dental Faculty developed
5.0	Priority Area 5: Infrastructure, Equipment and Services **Objective:** To modernize and expand the existing infrastructure, equipment and services and centralize them to enhance COMAHS achieve the goals and objectives. **Strategies**: 5. Auditing the infrastructure, equipment and services of COMAHS 6. Strengthening Office of the Estate Manager to enable the development of physical infrastructure, equipment and services 7. Lobbying local stakeholders to buy into the infrastructure, equipment and service development 8. Mobilizing resources through bilateral donors.			
	Strategic Activities			

	Short term	Medium term	Long term	
	Short term	**Medium term**	**Long term**	
	Put mechanisms in place for auditing of facilities, equipment and services	Development partners such as Chinese install boreholes and solar energy	Recommend that approaches be made to Development partners to open discussions on long term infrastructure development in order to enhance collaborative activities between Ministry of Health and Sanitation and COMAHS	Mechanisms are put in place auditing existing structures, equipment and Services
	Advocate for improving infrastructure and equipment in designated hospitals	Develop infrastructure plans by the University architect for those structures that have not been developed for the new COMAHS campus to the projected student and staff population		Improvement infrastructures in all designated teaching hospitals advocated for
	Lobby bilateral partners to install solar energy for light and boreholes in all strategic places	Procure vehicles for strengthen staff and student mobility		Bilateral are lobbied to install solar energy for light and the sinking of boreholes in strategic places
	Repair and renovate existing facilities, services and equipment for teaching and learning	Lobby through the Tripartite Committee for incorporation of hospitals that have appropriate facilities that have potential to be used as teaching hospitals to be used by COMAHS		Existing facilities and services for teaching and learning, student accommodation, and recreation are repaired/renovated
	Repair and renovate existing			All libraries are stalked and

	facilities and services for student accommodation			provided with modern services including ICT
	Repair, renovate and equip existing facilities and services for student recreation			Service delivery by the office of the deputy registrar is upgraded
	Repair, renovate and equip all libraries with all modern services including ICT			Head of COMAHS is involved in the allocation of space and service areas in the new hospital at Kossoh Town
	Set up a mechanism to upgrade the efficiency of the service delivery by the office of the Registrar at COMAHS			Solar energy for light installed and boreholes sunk
	The Headship of COMAHS be urgently involved in the allocation and utilization of space and service areas in the new ultra-modern clinical facility being constructed on the 61 acre facility at Kossoh Town			Infrastructure plans are developed by the University architect for the projected student and staff populations at Kossoh Town campus
6.0	Priority area 6: Research, Consultancy and Outreach **Objective:** To nurture and strengthen research, consultancy and outreach culture among the students and staff. **Strategies:** vi. Incorporating research method modules in all curricula vii. Organizing workshops on research process for academic staff viii. Encouraging research network within and outside the country ix. Upgrading information, Communication Technology (ICT) facilities for e-journals and other publications **x.** Strengthening the Scientific Medical Journals for dissemination of the results.			
	Strategic activities			

	Short term	Medium term	Long term	Outcome indicators
	Set up the Research Committee at COMAHS to spear head the Research, Consultancy and Out Reach Activities	Establish a Centre of Research Excellency for research in areas of priority in health sector of Sierra Leone	Sustain funding through research proposal and dissemination of results and Emphasizing the relevance of health priority of Sierra Leone	Research Committee set to:- Spearhead research, consultancy and outreach activities; Develop policy for research, consultancy and outreach; Solicit funds to support staff and student research activities; and Identify research policies for Sierra Leone
	Develop Research, Consultancy and Outreach Policy	Lobby government for PhD training for professional research activities and faculty positions.	Research Career paths rewarded	All departments evaluate their curricula for research methodology content
	Set local funds for student research as well as prizes	Lobby government and development partners for revolving fund for nurturing medical research, consultancy and outreach	Consultancy resources appropriately used for both institutional development as well as salary support to staff members	All existing laboratories and equipment are made functional.
	Identify research priority for Sierra Leone	Network for National Institute Health, Wellcome Trust Maxi Plank	Sustain, evaluate, improve and develop laboratory research services	Mechanisms for soliciting research funds sustained
	Lobby for research funds from all sources	Institute and others to partner with Sierra Leone for priority research Activities		Mechanisms for collaborative research with established Research Affiliates e.g. National Institute of Health,

				Wellcome Trust, maxi Planck Institute etc. are established.
	Departments should evaluate their curricula for research methodology content	Advocate for research collaboration between COMAHS and various programs with the MOHS		Research collaborations with MOHS program directives established
	Improve existing laboratories and equipment to ensure that they are functional	Re-equip and build new research laboratories to meet the increased research activities, support continuing professional development and career advancement in COMAHS.		3-New research laboratories for research built and equipped to support continuing professional development and career advancement
				Career paths rewarded through research activities e.g. promotions and other
				Consultancy resources used for institutional development and staff salary Support
				Research funding sustained through dissemination of research
7.0	Priority Area 7: Funding and Finance **Objective:** To raise funds to finance all the identified strategic priority needs for COMAHS to achieve its mandate. **Strategies**: v. Government Subvention vi. Student fees vii. Bilateral Partners viii. Stakeholders including Alumni and Companies			

	Strategic activities			
	Short term	**Medium term**	**Long term**	**Outcome Indicator**
	COMAHS should lobby for increased Government funding to strengthen its performance and contribution to health sector capacity building.	COMAHS should take steps to diversify its sources of income and reduce its almost total dependence on subvention and fees as sources of income. Additional sources of income include an Endowment Fund, Alumni Association donations and Private Sector sponsorships and foundations.	There should be expeditious payment of grants to COMAHS.	COMAHS lobbies for increased government funding
	District Council administration should be approached to sponsor students from their districts	Ventures that can earn additional income for COMAHS should be established as in some Universities in Africa and elsewhere e.g. Guest Houses, Printing Works, manufacture of pure water, renting out of Halls for occasions such as Conferences, Weddings etc.	The Government should review and standardize salaries of staff in USL and Njala University.	COMAHS appoints a Fund raising Officer and the Communications Officer
	COMAHS should appoint the Fundraising & Communications Officer.	COMAHS should lobby that grant should not be withdrawn from the sponsored student by Government, Local Government, Private Sector, Alumni Association, Endowment Funds etc when	Senior-level advocacy with government requesting increased subvention and funding.	USL seeks increase in its subvention per student from government

		they repeat the year in any discipline		
	University of Sierra Leone should seek increase of its subvention per student to at least the level Government gives Njala University per student.	Finance Department should be IT empowered.	A basis for this advocacy could be achieved by preparing a short report emphasizing the role and importance of COMAHS in fulfilling the GoSL PRSP and filling current gaps in healthcare provision	COMAHS establishes and funds an Alumni Liaison Office.
	A Fund Raising Officer and a Communication Officer should be appointed with offices and staff to strengthen fundraising, relationships with Alumni, organized private sector, donor partners and private persons who can be supporters of COMAHS in several ways.		Use funds raised to create a specific sponsorship fund for bright but disadvantaged students wanting to undertake pharmacy, nursing or medical studies (*i.e 3 awards in Year 1*)	Alumni database is prepared.
	COMAHS should establish and set funds aside for Alumni Liaison Officer.		Finance department should be IT empowered.	The Vice Chancellor advocates with the MEYS for medical students repeating year 4 and 6 to retain their Grant-in-Aid
	Update and maintain Alumni database, solicit funds via regular newsletter, appeals and Alumni fundraising events.		Expedite ongoing procurement investigations and seek professional support (*e.g auditors*) to assess and validate procurement options and create staff training/gap filling plan for finance	COMAHS takes steps to diversify its sources of income e.g. through commercial venture

			department	
	Obtain sponsorship for students through Rotary International and other well-wishers.		Ensure proper auditing of COMAHS accounts to clarify income and expenditure	Finance department is fully ITC empowered
	Encourage senior level advocacy with government to highlighting the importance of prompt and full payment of Grant-in-Aid and ensuring that repeating students in year 4 or final year do not have their grants withdrawn			COMAHS accounts are audited on time
				Grants-in-Aids for sponsored students are paid expeditiously
				Government has revealed and standardized staff salaries between the USL and Njala University
				Funds are raised to assist disadvantaged students enrolled in Medicine, Pharmacy and Nursing
				Sustained advocacy for funding of all COMAHS activities