



UniMAC
UNIVERSITY OF MEDIA, ARTS AND COMMUNICATION

Vice-Chancellor's
**Strategic
Vision**
2024 - 2028

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EXECUTIVE SUMMARY

The University of Media, Arts and Communication (UniMAC) is undergoing a strategic transformation aimed at positioning the institution as a leader in media, arts, and communication education. This transformation is driven by the vision of the Vice-Chancellor, Professor Eric Opoku Mensah (PhD), which he outlined during his investiture on 18th December 2024. His vision centres on Innovation, Sustainability, and Excellence, guiding UniMAC towards academic and institutional growth, enhanced research impact, and global competitiveness.

To translate this vision into reality, an Ad Hoc Committee on the Implementation of the Vice-Chancellor's Vision has been constituted, with the Pro Vice-Chancellor, Professor Winston Kwame Abroampa, as Chairperson, in addition to other distinguished members. The committee develop a comprehensive working document which will serve as the roadmap for the implementation of this strategic vision.

The Strategic Vision Policy is anchored on five key pillars:

1. **Human Resource Development & Management** – Strengthening staff capacity, fostering research excellence, and instituting performance management systems.
2. **Infrastructure Development & Management** – Addressing facility deficits, prioritising modern technology adoption, and enhancing operational efficiency.
3. **Financial Sustainability & Growth Strategy** – Diversifying revenue sources through entrepreneurial initiatives, strategic financial planning, and institutional branding.

4. **Policy & Governance** – Strengthening governance structures through policy development, institutional frameworks, and regulatory compliance.
5. **Research Impact and Innovation** – Enhancing UniMAC's research culture by promoting mentorship, faculty development, grant acquisition, and global digital visibility.

This Strategic Vision Policy is designed to drive institutional excellence, enhance global recognition, and foster innovation across all facets of UniMAC's operations. Through a consultative, evidence-based approach, this policy will serve as a guiding document for UniMAC's transformation, ensuring academic distinction, industry relevance, and sustainable institutional growth.



OVERALL VISION, MISSION AND CORE VALUES OF UniMAC



Vision

To become a first-rate university that pursues excellence in research and professional education and training in the broad fields of Communication and the Creative Arts, for societal transformation.



Mission

To deliver value-based education and training by utilising a technology-driven platform that allows academics, industry professionals, alumni, entrepreneurs, and students to work together to foster a culture that promotes distinctiveness in research, teaching, learning and practice.



Core Value

- Excellence
- Integrity
- Transparency and/in Unity
- Discipline
- Accountability
- Industrial and Community Relevance

Vice Chancellor's Vision Statement:

To transform UniMAC into a globally competitive centre of excellence in media, arts, and communication through academic innovation, research-driven education, strategic industry partnerships, and financial sustainability, while fostering a dynamic student experience and a strong institutional brand.



LIST OF ACRONYMS

Acronym	Full Meaning
UniMAC	University of Media, Arts and Communication
VC	Vice-Chancellor
Pro VC	Pro Vice-Chancellor
DIABM	Directorate of Institutional Advancement & Brand Management
HRD	Human Resource Development
DoF	Directorate of Finance
DoPD&E	Directorate of Physical Development & Estates
DoP	Directorate of Procurement
DoICT	Directorate of Information & Communication Technology
PRIF	Policy Review and Implementation Framework
CDILU	Career Development and Industrial Liaison Unit
IGF	Internally Generated Funds
UMACEL	UniMAC Enterprise Limited
DRID	Directorate of Research, Innovation, and Development
CSR	Corporate Social Responsibility
PPP	Public-Private Partnership
SWOT	Strengths, Weaknesses, Opportunities, and Threats

1.0 INTRODUCTION TO VC'S VISION & IMPLEMENTATION PLAN

The Vice-Chancellor's Vision provides a strategic blueprint for transforming the University of Media, Arts, and Communication (UniMAC) into a globally competitive institution in media, arts, and communication. Rooted in a commitment to academic excellence, innovation, industry collaboration, financial sustainability, and governance efficiency, this vision sets the course for UniMAC's long-term growth and impact.

Deduced from this strategic vision, the Implementation Plan serves as a structured roadmap to operationalise its objectives, ensuring that each initiative is systematically executed to achieve the university's overarching goals. This plan is shaped by the VC's five thematic growth areas, which define UniMAC's strategic priorities:

- 1) Human Resource Development & Management – Strengthening faculty qualifications, staff motivation, and welfare to build a world-class teaching and administrative environment.
- 2) Financial Sustainability & Growth Strategy – Diversifying revenue streams, enhancing fundraising efforts, and ensuring prudent financial management for institutional resilience.
- 3) Infrastructure Development & Management – Expanding and modernising physical and digital infrastructure to support academic excellence, student experience, and operational efficiency.
- 4) Policy & Governance – Developing and harmonising critical policies, strengthening institutional autonomy, and implementing digital

governance systems to enhance compliance, transparency, and decision-making.

- 5) Research Impact and Innovation – Supporting the conduct of cutting-edge research to promote visibility and international ranking

These thematic areas guide the formulation of the Implementation Plan, which outlines key overarching goals for each area. These goals, drawn from the Vice-Chancellor's vision, provide a structured framework for execution, ensuring measurable progress towards institutional transformation. Furthermore, the Vice-Chancellor's Vision is built upon a comprehensive SWOT analysis, which examines UniMAC's strengths, weaknesses, opportunities, and threats. This analysis provides critical insights into the university's current standing, challenges, and potential for growth, forming the basis for strategic planning and decision-making. Through this vision and its implementation, UniMAC is poised to strengthen its academic and operational foundation, ensuring that it remains a leading institution in media, arts, and communication on both national and global stages.



2.0 SWOT ANALYSES

Strength	Weaknesses
<ul style="list-style-type: none">• Unique specialisation and focus of the university• Synergistical gains across operations and functions• Enhanced academic offering• Industry collaborations• Strengthened reputation and prestige• Youthful human resource• Strategic campus locations• Consolidated asset base• Expanded access to funding and resources• Cross faculty collaboration and research opportunities• Enhanced community and national impact	<ul style="list-style-type: none">• Lack of student accommodation• Lack of general infrastructure (lecture theatres, modern studios, laboratories, digital infrastructure, office complexes, libraries, etc.)• Low research culture• Absence of a service culture• Loss of institutional identities and equities• Limited number of senior academic staff• Absence of harmonisation in staff placement.• Challenges with operationalising aspects of Act 1059• Lack of international ranking and accreditation• Absence of key university policies• Less diversified and attractive academic programme

2.0 SWOT ANALYSES

Opportunities	Threats
<ul style="list-style-type: none">• Multi-disciplinary diversification in media, arts, communication, business sciences, IT, etc.• Hybridised learning and establishment of campuses.• Research and Innovation• Deploying strategic financial models for infrastructure developments• International collaborations (Research, Exchange Programmes, Affiliations)• Opportunities for professional and institutional collaborations (NADMO, ISD, Media Houses, CIMG, Advertising Ass. of Ghana, IPR, Ghana)• Community Engagements and Corporate Social Responsibilities	<ul style="list-style-type: none">• Intense and increasing competition in the higher education sector• Budgetary constraints• Student accommodation

3.0 THEMATIC AREAS AND THEIR CORRESPONDING OVERARCHING GOALS

The Vice-Chancellor's Vision sets out a bold and strategic roadmap to transform UniMAC into a globally competitive institution, ensuring academic excellence, financial resilience, infrastructural expansion, and effective governance. To translate this vision into actionable steps, the Implementation Plan is structured around five key thematic areas, which are Human Resource Development & Management, Infrastructure Development & Management, Financial Sustainability & Growth Strategy, Policy & Governance and Research and Innovation. Each thematic area has a corresponding overarching goal, serving as the foundation upon which specific objectives are derived. These objectives drive the implementation strategy, ensuring measurable progress and alignment with the University's long-term aspirations.

Table 3.1: Thematic areas and overarching goals

Thematic Areas	Overarching Goal
1. Human resource development & management	Attract, develop and retain talent and expertise
2. Infrastructural development & management	Provide resources and needed infrastructure to enhance teaching, learning, research and administrative work
3. Financial sustainability & growth strategy	Generate financial resources, prudently manage and equitably distribute them to drive sustainable growth
4. Policy & Governance	Develop critical policies and standard operating practices to guide academic work, administration and governance
5. Research Impact & Innovation	Build capacity to promote cutting edge research that aligns institution's vision and to improve visibility

3.0 Implementation details

This Implementation Plan provides a structured roadmap to operationalise the Vice-Chancellor's Vision. While it outlines the strategic direction, key thematic areas, and priority objectives, its role is to serve as a guiding framework rather than a fully detailed execution document. Task owners, including directorates, faculties, and administrative units, are responsible for developing operational plans that refine specific actions, define implementation strategies, and account for financial, logistical, and regulatory considerations. These stakeholders will also ensure that timelines, risk management approaches, and performance tracking mechanisms are integrated into their respective plans to facilitate successful execution.



4.1 THEME ONE: HUMAN RESOURCE DEVELOPMENT & MANAGEMENT

OVERARCHING GOAL: ATTRACT, DEVELOP AND RETAIN TALENT AND EXPERTISE

At the heart of UniMAC's transformation is the attraction, development, and retention of top-tier talent, ensuring a highly qualified faculty and motivated workforce. Academic excellence and institutional growth depend on the quality of faculty, staff, and students, necessitating strategic investment in professional development, welfare, and career progression. To achieve this, UniMAC will focus on enhancing faculty qualifications, particularly by increasing the proportion of academic staff with PhDs through a structured bursary and scholarship support system. Additionally, staff motivation and welfare will be improved through a performance-based reward system, career development programmes, and a structured welfare scheme. A key priority under this theme is to strengthen leadership development and succession planning for faculty and administrative staff. This will ensure that the university has a pipeline of well-prepared leaders who can seamlessly transition into critical roles, fostering continuity, institutional stability, and long-term excellence.



Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
1. Enhance faculty qualifications by increasing the proportion of academic staff with terminal degrees (PhD) from 24% to 80% within five years.	i. Establish a Centralised Bursary Support System	VC/ HRD/DoF	2025-2028	April 1 2025	Task Owners	TBD	<ul style="list-style-type: none"> • The development of bursary and scholarship support policy. • 50% of faculty enrolled on PhD programmes by 2027. • Annual increase in PhD-qualified staff (Target: 11% per year) • 80% of faculty with PhDs by 2030.
	ii. Develop a structured financial aid programme to support faculty members pursuing PhDs.	DoF, HRD, Scholarships and Staff Dev't Committee	2025-2028	April 1, 2025	Financial Resources, Bursary Fund, Task Owners	TBD	<ul style="list-style-type: none"> • Establishment of a Bursary and scholarship support fund. • 5-10 Number of bursaries/scholarships awarded per year • 80% of faculty benefiting from funding/support by 2027. • Gh250,000 Total funding allocated for PhD sponsorship annually.
	iii. Secure internal funding and budget allocation towards Bursary and scholarship support fund.	DoF, HRD	2025-2028	June 1, 2025	Task Owners, Budget Allocation	TBD	<ul style="list-style-type: none"> • 10% of internal budget dedicated to PhD training.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	iv. Seek external funding (e.g. from government, private sector, and donor organisations) towards Bursary and scholarship support fund.	DoF/HRD Scholarships and Staff Dev't Committee	2025-2028	June 1, 2025	Task Owners, Budget Allocation	TBD	<ul style="list-style-type: none"> Establishment of 2 new funding partnerships per year Minimum Amount of Gh150,000 secured annually through external partners.
	v. Monitor progress by create a tracking system to assess the progress of faculty already in PhD programmes.	HRD, Scholarship Committee, DoICT.	2025-2028	September 1, 2025		Data & Analytics, HR Software	Statistics, tracking and briefing on: <ul style="list-style-type: none"> The percentage of faculty who successfully complete PhDs per cohort At least 5 faculty completing PhD annually.
2. Improve faculty and staff motivation, welfare, and service culture through structured incentives, career development, and institutional support programmes.	i. Develop a performance-based reward system for administrative staff.	HRD & DoF	2025-2028	April 1, 2025	Task Owners, Staff Appraisal Framework	TBD	<ul style="list-style-type: none"> Existence of a structured performance-based incentive systems (e.g. Staff milestone recognitions, incentive programmes etc.) Evidence of staff benefiting from reward system
	ii. Establish annual teaching excellence awards to recognise outstanding teaching, service & contributions.	HRD, DoF, Quality Assurance	2025-2028	June 1, 2025	Award Scheme, External Sponsorships, Appraisal Framework	TBD	<ul style="list-style-type: none"> Evidence of awards given annually across designed categories.
	iii. Develop & implement a staff provident fund/ Tier 3 Scheme for financial security.	HRD, DoF, General Admin & Consular Serv.	2025-2028	June 1, 2025	Task Owners Consultant (<i>If needed</i>)	TBD	<ul style="list-style-type: none"> Policy Framework for provident fund Stakeholder engagement across unions. Approved UniMAC Provident Fund Framework Acquire the necessary license/ registration from relevant authorities (e.g. NPRA).

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							<ul style="list-style-type: none"> • Appoint a fund manager (if required) • The establishment of the UniMAC Provident Fund/ Tier 3 Pension Scheme.
	iv. Enhance healthcare and wellbeing support for staff.	HRD, DoF, General Admin. & Consular Serv.	2025-2028	April 1, 2025	Task Owners	TBD	<ul style="list-style-type: none"> • Approved policy for the UniMAC Health Fund. • Partnerships with Health Insurance firms, Wellness Facilities, • Employee wellbeing initiatives (e.g. monthly/quarterly games)
	v. Develop and enforce a staff code of conduct aligned with global academic and organisational standards.	HRD, Legal Unit, Quality Assurance, Admin. & Consular Serv.	2025-2028	June 1, 2025	Task Owners, Collection of existing frameworks	TBD	<ul style="list-style-type: none"> • Approved Code of Conduct/policy for staff. • Staff Training and engagement pre and post approval.
	vi. Formulate a Service Excellence Charter/ Framework	HRD, Legal Unit	2025-2028	June 1, 2025	Task Owners, Collection of existing frameworks	TBD	<ul style="list-style-type: none"> • Approved policy • Increased student satisfaction scores (e.g., via surveys or feedback forms). • Prompt & evident utilisation of feedback for management decision making and improvement in service culture. • Higher staff engagement and retention rates. • Reduced response times for inquiries or service requests. • Improved rankings or reputation in university evaluations.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							<ul style="list-style-type: none"> Increased positive feedback from stakeholders (e.g., parents, alumni, or community partners).
	vi. Establish a feedback mechanism to continuously assess workplace morale.	HRD, Quality Assurance,	2025-2028	June 1, 2025	Employee Satisfaction Surveys systems (e.g. digital Feedback Platforms)	TBD	<ul style="list-style-type: none"> 75% of staff participating in periodic feedback surveys by endo of year 2025. Prompt & evident utilisation of feedback for management decision making.
	vii. Develop and Institutionalise a Comprehensive Staff Welfare Plan/Scheme	HRD, Finance	2025-2028	April 1, 2026	Collection of existing policies A consultant (<i>If required</i>)	TBD	<ul style="list-style-type: none"> Approved and operational welfare policy by 2026. All staff enrolled on the UniMAC Welfare Scheme
3. Strengthen Leadership Development and Succession Planning for Faculty and Administrative Staff	i. Develop and Implement a Faculty & Administrative Leadership Training Programmes.	Pro VC, Registrar and HRD	2025-2028	April 1, 2025	Task Owners, Leadership Training Modules, External Training Partners	TBD	<ul style="list-style-type: none"> At least leadership training sessions organised annually. Increase in average competency scores by a specific percentage. Increase in the percentage of leadership roles filled by internal candidates. Increase or improvements in verifiable and innovative initiatives. 80% and above in stakeholder satisfaction scores. 90% of participants (faculty and staff) rate the programme(s) as "highly effective".

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	ii. Implement Leadership Performance Assessments	HRD, Registrar, Pro VC, Deans & HoDs	2025-2028	April 1, 2026	Task Owners, Leadership Evaluation Tools	TBD	<ul style="list-style-type: none"> Consultatively establish Key Performance Indicators (KPIs) for Leaders. Assess performance of leaders across the University on established KPIs. Publish annual leadership performance reports.
	iii Create a Structured Framework/Plan for Succession	HRD, Registrar, Management, leaders and heads, Deans.	2025-2028	June 1, 2025	Career Development Framework, HR Policy Updates	TBD	<ul style="list-style-type: none"> Performance and competency metrics for succession framework. Relevant number of staff identified for leadership succession across departments and directorates.

4.2 THEME TWO: INFRASTRUCTURAL DEVELOPMENT & MANAGEMENT

OVERARCHING GOAL: PROVIDE RESOURCES AND NEEDED INFRASTRUCTURE TO ENHANCE TEACHING, LEARNING, RESEARCH AND ADMINISTRATIVE WORK

A world-class institution requires a modern, well-equipped campus with cutting-edge infrastructure to support teaching, learning, research, and administration. The infrastructural development strategy focuses on expanding, upgrading, and maintaining critical facilities to provide an enabling environment for academic and operational excellence. Key objectives include the implementation of a structured Infrastructural Financing and Expansion Strategy (IFES), which will explore government partnerships, private sector funding, public-private partnerships (PPPs), and innovative financing models to fund large-scale infrastructural projects.

UniMAC is set to embark on the construction of lecture halls, an administrative complex, a minimum 1,500-bed hostel facility, and the enhancement of digital learning spaces. Beyond expansion, the university will focus on infrastructure reconstruction and improvement, ensuring that existing physical and digital infrastructure is modernised and well-maintained. This will be driven by the Infrastructure Reconstruction and Improvement Drive (IRID), a structured initiative aimed at prioritising critical

areas of infrastructural enhancement. Additionally, a Comprehensive Campus Facilities Management Plan will be institutionalised to improve maintenance scheduling, energy efficiency, and long-term sustainability. Through these targeted actions, UniMAC will provide state-of-the-art learning and administrative environments that elevate student and staff experience while positioning the university as an institution of choice for higher education in media, arts, and communication.



Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
1. Expand University Infrastructure to Support Academic and Administrative Growth.	i. Develop an infrastructural financing and expansion strategy (IFES) Considering the following <ul style="list-style-type: none"> - IGF & Revenue Sources - Government - University/Institutes' long-standing bankers - Consortium of banks - PPPs - Other financial Engineering methods - Consider appointing a consultant if need be. 	VC/Directorate of Physical Development and Estates (DoPD & E)/ DoF	2025-2028	April 1, 2025	Existing data, including land size, topography and locations, Task owners, Consultants (If required).	TBD	<ul style="list-style-type: none"> • IFES document developed and approved by June year 2025. • Identification and diversification of funding sources (IGF, Government, Banks, PPPs, etc.). • At least 2 new financing partnerships secured annually.
	ii. Project Conception (Planning, feasibility, Design & Engineering, Approvals & Permits Procurement and Contracting)	VC/Directorate of Physical Development and Estates (DoPD & E), Directorate of Procurement (DoP), DoF, Alumni & International Relations		October 1, 2025	Task Owners, Project Management Team, Consultants		<ul style="list-style-type: none"> • Gh250 million infrastructure funding through varied & sustainable financial instruments within the specified timeframe. • Internal financial oversight team to monitor fund utilisation. • Phased project plan: Hostel facility, Multipurpose Lecture

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							Halls/Theatres and Office/Administration complex <ul style="list-style-type: none"> • Development of approved master plans and architectural designs. • Completion of all necessary regulatory approvals and environmental permits by 2027. • Preliminary works on all 3 major construction projects initiated between specified timeframes.
	iii. Construction of 3 major infrastructure projects- <ul style="list-style-type: none"> - An office/Administration complex 	VC/ Directorate of Physical Development and Estates (DoPD & E), DoF/ Alumni & International Relations.	2025-2028	February 1, 2026	Construction Contractors, Project Management Team, Task Owners, Consultants.	TBD	<ul style="list-style-type: none"> • Groundbreaking and launch of the administration complex by 2026 • Completion and commissioning of the administration complex by 2028.
	<ul style="list-style-type: none"> - A minimum of 1500 bed hostel facility 						<ul style="list-style-type: none"> • Improved office space and working conditions for staff, enhancing productivity and governance. • Integration of modern facilities, including smart offices, conference rooms, and digital infrastructure.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	- Multipurpose Lecture Halls & Theatres						<ul style="list-style-type: none"> • First-ever on-campus student accommodation established at UniMAC. • Groundbreaking and launch of hostel project by 2026. • Completion of Phase 1 (750 beds) by 2028 and Phase 2 (750 beds) by 2030.
2. Modernise and Improve University Infrastructure to Support Academic and Administrative Growth	-						<ul style="list-style-type: none"> • At least 30% of total student population accommodated on campus by 2028. • Strengthened revenue generation potential, as the hostel can serve as a long-term income source for UniMAC. • Groundbreaking and launch by 2027. • Completion of lecture halls by 2029. • Increase in classroom capacity to accommodate student enrolment growth. • Enhanced learning environments, equipped with modern technology and digital teaching tools.
	iv. Expand and develop the Infrastructure Reconstruction and improvement Drive (IRID) Policy by:	VC/Directorate of Physical Development and Estates (DoPD & E),	2025-2030	June 1, 2025	Construction Contractors, Project Management Team, Task	TBD	<ul style="list-style-type: none"> • Comprehensive assessment report completed on existing infrastructure gaps by December 2025.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	- Identifying critical areas of infrastructural improvements (Physical/build & ICT)	Directorate of DoF			Owners, Consultant(s).		Priority areas for physical and ICT infrastructure improvements clearly identified and categorised (urgent, medium, long-term).
	- Develop and Adopt an IRID Document						<ul style="list-style-type: none"> Stakeholder consultations held to ensure alignment with academic and institutional needs.
	- Phase-Based Implementation of IRID by Prioritisation						<ul style="list-style-type: none"> IRID master plan developed, presented, and approved by December 2025. Strategic project list included in IRID document, covering renovations, digital upgrades, and new construction where necessary.
	- Innovative Financing Models for IRID, Including CSR and Branded Philanthropy						<ul style="list-style-type: none"> Financial models and funding strategies (including CSR and branded philanthropy) formalized to ensure project sustainability.
	- Implementation of IRID						<ul style="list-style-type: none"> First phase of IRID projects launched by February 2026, focusing on the most urgent infrastructure needs. Key infrastructure rehabilitations

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							(classrooms, faculty offices, ICT systems) completed in phases. <ul style="list-style-type: none"> • At least 3 CSR or philanthropy-based partnerships secured annually for IRID funding. • GHC 50 million raised through external and innovative financing sources by 2030. • Branded donor recognition model established (e.g., named lecture halls, ICT labs, or sponsored facilities). • Project execution begins by February 2026, focusing on highest-priority infrastructure. • Infrastructure improvements completed on schedule (Target: 80% by 2030).

4.3 THEME THREE: FINANCIAL SUSTAINABILITY & GROWTH STRATEGY

OVERARCHING GOAL: GENERATE FINANCIAL RESOURCES, PRUDENTLY MANAGE, AND EQUITABLY DISTRIBUTE THEM TO DRIVE SUSTAINABLE GROWTH

A financially resilient institution is one that can sustain its growth, fund innovation, and achieve long-term stability without overreliance on government subvention. The financial sustainability strategy is designed to diversify UniMAC's revenue base, strengthen financial planning, and ensure prudent management of resources to support strategic expansion. To achieve this, UniMAC will establish UniMAC Enterprise Limited (UMACEL), a dedicated commercial entity tasked with managing business ventures, consultancy services, executive education, and commercial partnerships to generate substantial internal revenue. The university will also expand its fundraising capacity by launching a UniMAC Endowment Fund, aimed at securing long-term financial support for scholarships, faculty research, and infrastructure. Additionally, the university will seek international donor grants and industry sponsorships, leveraging global funding opportunities to support academic research and institutional development. At the core of this financial strategy is an emphasis on budgetary efficiency, cost control, and strategic investment to

ensure that all funds are effectively allocated towards UniMAC's core priorities. By implementing these financial strategies, UniMAC will establish a self-sustaining economic model, enhancing its ability to invest in academic programmes, infrastructure, and faculty development while maintaining financial independence.



Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
1. Diversify Revenue Streams Through Strategic Business Ventures and Partnerships	i. Establish and Operationalise UniMAC Enterprise Limited (UMACEL) as a Revenue-Generating Business Arm following these specific actions:	VC/DoF, Business Dev't Unit, A UMACEL Adhoc Committee	2025-2026	May 1, 2025	Business Registration, Market Research, Task Owners & Consultants (If required)	TBD	UMACEL fully operational by 2026. <ul style="list-style-type: none"> At least two business ventures launched by quarter 2, 2026. Annual revenue target of GHC 10 million by 2028. Profits reinvested into UniMAC's academic and infrastructural development projects.
	- Conduct feasibility study and market analysis to identify high-potential commercial ventures.						
	- Complete legal registration and secure regulatory approvals for UMACEL.						
	- Develop a structured 5-year business plan with clear revenue targets and sustainability strategies.						

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	- Recruit a management team and operational staff for UMACEL by 2026.						
	- Identify and establish strategic revenue-generating ventures under UMACEL (e.g., consultancy services, training programs, real estate projects, retail, media production, event management).						
	- Secure partnerships with private sector organizations to co-fund and expand business opportunities.						
	- Ensure financial reporting, transparency, and accountability within UMACEL operations.						
2. Enhance Fundraising and Endowment Strategies to Secure Long-Term Financial Stability	Establish a UniMAC Endowment Fund to support teaching, scholarships and research following these specific actions: -	VC/DoF/ Business Dev't, Alumni Relations	2025-2030	June 1, 2025	Endowment Policy, Fundraising Strategy	TBD	<ul style="list-style-type: none"> Approved Endowment Fund Policy and governance framework UniMAC Endowment Fund formally launched by Quarter 1, 2026

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							<ul style="list-style-type: none"> Fund value reaches GHC30 million by 2030. Consistent annual disbursements to support specified institutional areas
	- Develop Endowment Fund Policy and governance framework.						
	- Engage key stakeholders (alumni, corporate sponsors, and philanthropic organizations) for long-term contributions.						
	- Launch official fundraising campaigns, targeting domestic and international donors.						
	- Develop investment and risk management strategies to ensure fund sustainability.						
	- Ensure endowment fund aligns with institutional priorities, funding faculty research and student scholarships.						

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
3. Enhance Student Experience Management to Increase Loyalty, Recommendations, and Satisfaction with University Offerings	i. Establish a Student Experience Management Unit (SEMU) to track and enhance student satisfaction following these key actions: ii. Develop and approve a student experience management framework by 2026. iii. Create SEMU within Student Affairs, with dedicated personnel and resources. iv. Establish entry and exit surveys v. Prioritising anonymous lecturer/course assessments surveys.	Academic Affairs, Rectors, Quality Assurance, Dean of Students, Faculty Deans, HoDs	Academic Affairs, Rectors, Quality Assurance, Dean of	2025-2030	April 1, 2025	TBD	<ul style="list-style-type: none"> • SEMU fully operational by Quarter 4, 2025. • Annual student satisfaction ratings improve by at least 25% by Q4 2026. • Increased student retention and graduation rates due to improved engagement. • Improved student perception and word-of-mouth recommendations. • Teaching quality improvement based on student feedback data. • Annual faculty training and development aligned with student learning needs.
	ii. Enhance student support services (e.g., counselling, academic advising, career services).	Dean of Students, Academic Affairs, Counselling Unit	2025-2030	September 1, 2025	Student Support systems and awareness creation, Wellness Programs, Task Owners	TBD	80% of students utilising support services by 2028.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	<p>iii. Establish a Career Development and Industrial Liaison Unit (CDILU) to Enhance Employability and Industry Collaboration following these specific actions:</p> <ul style="list-style-type: none"> - Develop a structured career development and employability framework by Q1 2026. - Create an Industrial Liaison Unit to build partnerships with companies and organizations for internships, placements, and industry projects. - Integrate career readiness programs, including resume writing workshops, interview preparation, and job search support. - Host career fairs, networking events, and guest speaker series with industry experts. <p>Develop an online career portal for job matching and graduate tracking</p>	Registrar, General administration and consular services, Dean of Students, Academic Affairs, Counselling Unit, Business Dev't, Alumni Relations	2025-2030	September 1, 2025	TBD		<ul style="list-style-type: none"> • CDILU operational by 2026. • At least 5 major industry collaborations established per year. • Internship and job placement rate increases to 80% within six months of graduation. • At least 1,000 students engage in career development activities annually.
4. Expand and Diversify Curricular Offerings to Increase Enrolment	i. Conduct a market needs assessment to identify new programme opportunities	Pro Vc, Rectors, Deans, HoDs, Quality Assurance,	2025-2030	April 1, 2025	Survey Tools, Industry Consultations	TBD	<ul style="list-style-type: none"> • Market needs assessment completed by Quarter 1, 2026.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
and Institutional Relevance	<p>following these specific actions:</p> <ul style="list-style-type: none"> - Develop a market research framework to assess industry and academic trends. - Engage stakeholders (students, alumni, employers, industry leaders, professional bodies) to determine demand for new programs. - Analyse enrolment trends and graduate employability data to identify program gaps. - Benchmark against regional and international universities to identify competitive program offerings. - Compile a comprehensive report with recommendations for new academic programmes. 	Business Development					<ul style="list-style-type: none"> • At least 5 new crossdisciplinarity high-demand programmess identified and developed by Q4, 2025. • Programmess aligned with job market needs, industry trends, and national development priorities.
5.	<p>ii. Introduce Interdisciplinary and Hybrid Programs that Combine Media, Arts, Business, and Technology following these specific actions:</p> <ul style="list-style-type: none"> - Develop a strategic roadmap for 			2025-2030	April 1, 2025	TBD	<ul style="list-style-type: none"> • At least 3 interdisciplinary programs launched by 2028. • Increased student enrolment in

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
	<p>launching interdisciplinary degree programs.</p> <ul style="list-style-type: none"> - Integrate emerging fields (e.g., digital media, artificial intelligence, entrepreneurship, sustainability, creative industries). - Create joint programs between faculties to encourage cross-disciplinary learning. - Engage GTECH to approve new programmes. - Develop Executive and Professional Short Courses for Working Professionals. 						<p>innovative programs.</p> <ul style="list-style-type: none"> • Enhanced employability of graduates due to diverse skill sets. • At least 10 executive and professional short courses launched by Q3 2025. • Increased revenue generation from professional education programs. • Greater industry engagement and university visibility.

4.4 THEME FOUR: POLICY & GOVERNANCE

OVERARCHING GOAL: DEVELOP CRITICAL POLICIES AND STANDARD OPERATING PRACTICES TO GUIDE ADMINISTRATION AND GOVERNANCE

A robust governance framework is essential for efficiency, transparency, and institutional excellence at UniMAC. As a growing institution, strengthening governance structures, harmonising policies, and ensuring regulatory alignment are critical to supporting its transformation into a world-class centre for media, arts, and communication education. UniMAC will advocate for legislative amendments to strengthen its operational framework, ensuring that governance structures align with evolving higher education policies. A key focus in this regard will be reviewing and proposing refinements to the University of Media, Arts and Communication Act, 2020 (Act 1059) to iron out redundancies and jurisdictional overlaps that may hinder efficient decision-making, policy implementation, and strategic institutional development. This effort will be complemented by the development and codification of essential policies across governance, academic, financial, and human resource domains to ensure that all operational frameworks are comprehensive, harmonised, and aligned with national higher education regulations and global best practices. To sustain an effective governance structure, UniMAC will establish a Policy Review and Implementation Framework (PRIF) to ensure that institutional policies remain relevant, adaptable, and responsive to emerging trends and the university's evolving needs. Additionally, a digital governance platform will be implemented to

streamline decision-making, enhance administrative efficiency, and improve record-keeping processes, ensuring that governance structures are data-driven and transparent.



Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
1.Develop and Implement Key University-Wide Policies to Strengthen Governance and Operations	i. Develop and codify essential policies, including academic, financial, HR, and research policies.	HRD, DoF, Exec. Mgt. legal Affairs, DRID	2025-2030	April, 2025	TBD	TBD	<ul style="list-style-type: none"> • Comprehensive list of university-wide policies and procedures developed by 2026. • 100% policy coverage across governance, academic, and financial domains.
	ii. Develop and implement a Code of Ethics and Conduct for faculty, staff, and students.	HRD, Legal Affairs, Student Affairs/Dean of Students, all Directorates, Rectors, Unit Heads and Unions	2025-2030	April 1, 2026	TBD	TBD	<ul style="list-style-type: none"> • An approved UniMAC Code of Ethics and Conduct for faculty, staff, and students by Q1, 2026 • 100% of faculty, staff, and students trained in ethical standards BY Q2, 2026.
	iii. Conduct a policy harmonisation audit to integrate policies across all institutes.		2025-2030	April 1, 2025	Stakeholder Consultations	TBD	<ul style="list-style-type: none"> • 80% of policies harmonised across UniMAC institutes by Q1, 2027.

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
2. To create a robust and transparent legislative framework that supports the successful establishment and operation of UniMAC, ensuring accountability, efficiency, and alignment with national educational goals.	i. Advocate & lobby for legislative amendments to address provisional redundancies, overlaps and conflicts.	University Council, VC, Legal Affairs, Public Affairs	2025-2030	April 1, 2025	Policy Advocacy Team, Government Liaison	TBD	Key amendments to Act 1059 completed by 2027.
3. Implement a digital governance platform to enhance decision-making and record-keeping.	Develop and deploy a digital governance platform for administrative efficiency.	Directorate of ICT, VC, Pro-Vc, Rectors, Deans	2025-2030	April 1, 2025	Digital Governance Tools/Technology, Training, Consultant(s) If required.	TBD	<ul style="list-style-type: none"> Digital governance system fully operational by 2027. Increased efficiency and accessibility of institutional decision-making processes.
4. Enhance Institutional Communication, Transparency, and Stakeholder Engagement and brand management	i. Develop and implement a university-wide communication and engagement strategy. ii. Development a brand management framework/strategy to facilitate branding of UnMAC	Registrar, Directorate of Public Affairs,	2025-2030	April 1, 2025	Communication Platforms, Media Strategy, Social Media Engagement Strategy	TBD	<ul style="list-style-type: none"> Institutional communication and engagement strategy implemented by Q4, 2025. 80% increase in stakeholder engagement by 2027. Branding of all entry/exit

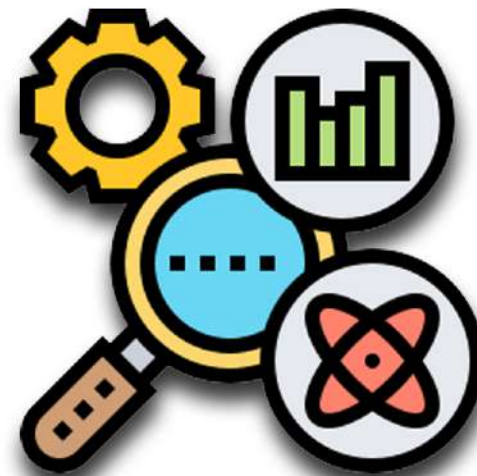
Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/KPIs
							points and managing social media handles and outlets to promote visibility
	Create platforms for continuous dialogue with faculty, students, alumni, and external stakeholders.	Public Affairs, Directorate of Student Affairs	2025-2030	September 1, 2025	Townhall Meetings, Feedback Mechanisms	TBD	<ul style="list-style-type: none"> Designed channels and stakeholder engagement platforms. At least 8 (2 a quarter) stakeholder engagement sessions conducted per year.

4.5 THEME FIVE: IMPACTFUL RESEARCH AND INNOVATION

OVERARCHING GOAL: BUILD CAPACITY TO PROMOTE CUTTING EDGE RESEARCH THAT ALIGNS INSTITUTION'S VISION AND TO IMPROVE VISIBILITY.

Our institution stands at a crucial juncture where enhancing our research capabilities will determine our future impact and reputation. To achieve our overarching goal of promoting cutting-edge research that aligns with our institutional vision while improving visibility, we must undertake a comprehensive approach. We will begin by strengthening our research foundation through strategic infrastructure development. This includes investing in core facilities and equipment while providing robust technical support to our researchers. Simultaneously, we will focus on talent development—recruiting promising researchers and establishing mentorship programs that nurture emerging talent within our ranks. To sustain these efforts, we will create a reliable funding pipeline through enhanced grant writing support, strategic seed funding initiatives, and cultivation of industry partnerships. Excellence in research requires focus and collaboration. We will identify 3-5 distinctive research domains where our institution can establish leadership, focusing our resources and attention for maximum impact. Breaking down departmental silos through

interdisciplinary collaboration will be essential, as will implementing rigorous internal review processes and ethics frameworks to maintain the highest standards of quality. Visibility must be deliberately cultivated. We will develop strategic publishing approaches targeting high-impact journals while exploring open-access opportunities. Supporting researcher participation in prestigious conferences and events will increase our institutional profile. Additionally, we will enhance our media engagement by developing accessible research communications that translate complex findings for broader audiences. We will track traditional metrics like publications and citations, but also monitoring our reputation among peer institutions and measuring knowledge transfer through patents, partnerships, and community applications.



Specific Objectives	Actions to achieve goals	Task owners	Timelines	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/ KPIs
1. Build capacity of staff and graduate students to promote the conducting of cutting edge research	i. Organise series of workshops on advanced research methodologies and tools by bringing in expert facilitators from partner institutions and industry.	DRID/Graduate schools and Pro-VC	2025-2028	March, 2025	Expert facilitators, honorarium, online learning platform	TBD	Faculty and graduate students with requisite expertise for conducting research
	ii. Develop and implement a Mentorship and Collaboration Framework that allows pairing less experienced with established more experienced staff.	DRID/HR and Office of Pro-VC	2025-2028	31 st March, 2025	Committee members, More experienced senior faculty/staff members	TBD	Mentorship Policy developed and being implemented
	iv. Enhance the use of the digital repository of research resources and publications	Library/ DRID/SoGRaS	2025-2028	March, 2025	Library staff to support Faculty and students	-	Upload of all completed thesis and articles in non-virtual outlets to increase visibility
	v. Establish Recognition and Incentive Systems by creating annual research excellence awards.	DRID/ Pro-VC/Rectors	2025-2028	June, 2025	Award committee members	Provision made for in the annual budget; percentage of grants; sponsorship from partners	<ul style="list-style-type: none"> Policy/guidelines on incentive and annual award for staff; Organization of annual

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
							incentive and awards programme
	vi. Ensure all staff members especially create research accounts such as Google Scholar, ORCID to improve University's research matrix.	DRID/Deans/HoDs	2025-2028	June,2025	DRID and Library staff to assist faculty members	-	All staff have to create research accounts; Data base created by by DRID to collate accounts of all staff and monitor international ranking and visibility
2. Create a pool for funding research that aligns with institutional vision	i. Establish a Sustainable Research Fund by allocating a percentage of the university's annual budget to research	VC/DoF/Pro-VC/DRID	2025-2028	December,2025		0.5% of IGF/0.5% grants/0.5% of Consultancy services provided by university	Creation of a research fund managed by DRID and Office of Pro-VC
	v. Align funding with strategic research priorities by conducting a stakeholder consultation to identify priority research areas.	DRID/Rectors/Deans	2025-2028	September,2025	Committee members formed for each institute coordinated by DRID	Funded by institutes	A profile of priority research areas by institutes aligned to universities vision
	vi. Develop a five-year research strategy document.	DRID/Pro-VC/Rectors	2025-2028	31 st July, 2025	Selected members from institute led by DRID to put	TBD	A 5-year research strategy document

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
					profiled areas together		
3. Empower DRID to foster donor engagement for grant attraction and management to intensify research	i. Develop a policy on grants management for the university.	DRID/Pro-VC	March-July,2025	31 st July,2025	Committee members	-	Grant management policy Developed
	ii. Recruit specialised staff with expertise in grant writing and donor relations.	VC/HRD/DRID	December, 2025	December, 2025	-	-	2 staff members trained to search for grants/DRID representative in institutes
	iii. Provide professional development for existing DRID staff	DRID	July, 2025	31 st July, 2025	Experts to train staff and DRIP reps for institutes	-	Staff and DRID representatives in institutes trained
	iv. Restructure DRID to create specialised units for different funding sources.	VC/Pro-VC/DRID	July, 2025	31 st July, 2025			

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
	v. Develop a Comprehensive Donor Engagement Strategy by creating a database of potential donors/funders aligned with research priorities.	DRID/Pro-VC	March-December,2025	2028	Small interdisciplinary groups to work on calls by strategic donors/funders	TBD	Development of donor engagement strategy; minimum of 5 applications for grants every year
	vi. Enhance grant writing and management Support by developing a grant writing support unit within DRID.	DRID/Pro-VC	March-July, 2025	31 st July, 2025	Officer to coordinate unit and reps from institutes	-	Establishment of grant writing support unit with institutional reps
	v. Build Strategic Partnerships by identifying and prioritizing potential institutional partners (universities, research institutes, industry).	DRID/International Relations/ Alumni Relations	March-December,2025	2028	Grant support officers in institutes liaise with International relations to scout for institutional partners	TBD	Profile on institutional partners
4. Strengthen DRID to promote standard practices that permeate all research activities	i. Develop and Implement Comprehensive Research Policies and Guidelines covering ethics, data management, intellectual property, and research integrity.	DRID/SoGRaS/Pro-VC	March-Sept, 2025	30 th Sept,2025	Committee members drawn from institutes	TBD	Comprehensive research policy and guideline developed

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
	ii. set up an ethics committee to review methodologies and tools of graduate students before data collection.	DRID/SoGRaS	March-June,2025	30 th June,2025	Committee members drawn from institutes	-	Ethics Committee formed and Development of standardised templates and checklists for research protocols, ethics applications, and progress reporting
5. Create Centres of Excellence in each Institute to liaise with relevant industry partners to conduct research	i. Conduct strategic analysis for centre establishment by identifying key research strengths and potential niche areas of each institute	Rectors/Pro-VC/DRID	2025-2028	2028	Team for grant proposal writing for establishment of centres	TBD	Establishment of 2 centres by 2028
	ii. Perform industry mapping to identify potential strategic partners for each institute	Business development/Rectors	March-December,2025	31 st December,2025	Staff of business development and reps from institutes	-	Dossier and data of strategic partners for each institute
	iii. Create robust governance and operational Structures by establishing advisory boards for each Centre with membership from both academia and industry.	VC/HR/Rectors /Business development	2028	2028	Selected faculty members and industry experts	-	Advisory Boards for centres of excellence established

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
	iv. Develop Industry Engagement Frameworks by creating standardized but flexible partnership agreements for industry collaboration	Business development/Rectors/ Deans	March-July,2025	31 st July, 2025	Staff and committee members to develop framework	-	Industry engagement and partnership framework
6. Strengthen Business Development Unit to coordinate and commercialise research outputs/products	i. Develop and Intellectual property policy and coordinate the commercialisation of Research output	DRID/Business development/Rectors	March-August, 2025	31 st Aug,2025	Head of Business development and committee members.	-	Intellectual Property Policy and profile of research outputs that can be commercialised
	ii. Create a structured commercialisation Pipeline by developing clear processes for identifying commercially viable research.	Business development unit/Rectors/DRID	March-August,2025	31 st Aug,2025	Head of business development and reps of institutes	-	Clear and comprehensive guidelines for identifying commercially viable research
	iii. Build Market Intelligence and outreach capacity by creating a marketing strategy for university research outputs.	Business development /Rectors/DRID	March, 2025	June, 2025	Head of business development and reps of institutes	-	A profile of Industries and institutions that are potential users of research output
7. Provide requisite infrastructure and digital tools to enhance research	i. Establish shared research facilities and equipment management system by creating centralised research facilities that all institutes can access	Library/DRID	2025-2028	June, 2025	Research facilities and equipment	-	State of the art library resources and equipment developed

Specific Objectives	Actions to achieve objectives	Task owners	Timeframe	Specific start Date	Resources Required	Budget (GHC)	Output/ Outcomes/K PIs
	iii. Provide specialised software for data analysis across different disciplines for graduate students and faculty	DRID/Graduate school	2025	2028	Experts to teach the use of analysis software	GHS 50,000	Software for quantitative and qualitative data analysis bought

5.0 CONCLUSION

The Vice-Chancellor's Vision and its Implementation Plan set a bold and transformative agenda for the University of Media, Arts and Communication (UniMAC), positioning it as a globally competitive institution in media, arts and communication education. This plan is not merely a statement of intent, but a structured, actionable roadmap designed to achieve measurable progress across human resource development, infrastructural expansion, financial sustainability, and governance excellence.

Guided by a comprehensive SWOT analysis, the plan responds to UniMAC's institutional strengths, challenges, and opportunities, ensuring that every strategic intervention is data-driven, goal-oriented, and aligned with national and global higher education standards. Each thematic area has been carefully structured with overarching goals, specific objectives, and implementation strategies, ensuring that UniMAC remains at the forefront of innovation, academic excellence, and industry relevance. The commitment to faculty and staff development, through structured bursary and scholarship support, leadership training, and welfare enhancement, ensures that UniMAC attracts and retains highly skilled professionals who will drive its academic and operational success. The expansion and modernisation of infrastructure, particularly in teaching, research, and student accommodation, will significantly improve the learning experience and administrative efficiency. Furthermore, the establishment of UniMAC Enterprise Limited (UMACEL), the UniMAC Endowment Fund, and strategic industry partnerships will provide sustainable financial resources to support institutional growth.

Crucially, the advocacy for policy refinement and governance reform, particularly the proposed amendments to Act 1059, will streamline institutional structures, eliminate redundancies, and enhance UniMAC's operational autonomy. The adoption of digital governance systems and a strengthened communication and stakeholder engagement strategy will

ensure greater transparency, accountability, and participatory governance. This Implementation Plan represents a collective vision and shared responsibility, one that requires collaboration, commitment, and innovation from leadership, faculty, staff, students, and external partners. As UniMAC embarks on this transformative journey, the focus remains steadfast on building an institution that is future-ready, globally relevant, financially resilient, and a leader in media, arts, and communication education. The successful execution of this plan will not only elevate UniMAC's standing in higher education but will also have a lasting impact on the creative and communication industries, producing graduates who are skilled, innovative, and globally competitive. With this vision in place, UniMAC is poised to chart a new course of excellence, one that will shape the next generation of media and communication professionals, drive groundbreaking research, and solidify its place as a premier institution for higher education in Africa and beyond.

