

VISION STATEMENT

Background

Christian Service University College (CSUC) was established in 1974 as a non-denominational Theological College to train theologians and other professionals for the service of the church and society. It was transformed into a University College in 2005 to offer other non-theological courses in keeping with the original vision of the founding fathers. Currently, the CUSC has three Faculties, six departments, one post-graduate programme with about 1600 students. Although the institution has made considerable progress regarding introduction of academic programmes, modest infrastructure, good image, high academic standards etc, it however, faces a number of challenges including reducing student population resulting from competition, limited funding, inadequate senior faculty and administrative staff and arduous accreditation and affiliation requirements.

Preamble

As President and Chief Executive of CSUC, my vision can only be realised with the full support and policy direction of the Council of the University College. My philosophy is that *'no one succeeds alone'*, therefore building a good relationship with the College's internal and external stakeholders to me is a vital precondition for the success of the vision.

The Vision

The vision of CUSC as stated in the Strategic Plan of the University College (2012-2022) is: *"To be a University of choice, where Jesus is Lord and people are empowered to impact the world."* Within the framework of this strategic direction, my vision for CSUC during my term of office is to: ***'Attain the status of a full-fledged University with a Presidential Charter within Two to Three years'***

In more concrete terms, through the realisation of this status, CSUC will become:

- i. The best Christian private university in Ghana and among the top three in Sub-Saharan Africa;
- ii. One of the best teaching and learning environments in the country where most stakeholders are satisfied and well-motivated;
- iii. Recognised as a World Class Institution of repute and excellence.

Goals and Strategies

A Vision requires goals to clarify its intent and to move it towards point of realisation. In addition, a vision must be supported by effective strategies. It is said that 'a vision without

credible strategies is a dream'. This section therefore outlines my goals and supporting strategies that will ensure the actualisation of the vision.

GOALS AND STRATEGIES

Goal 1:

To develop and recruit highly motivated and disciplined staff whose collective energies will be mobilised to achieve the University status.

Strategies:

- 1) Create a rewarding and inclusive work environment that offers opportunities for growth, self-development and enrichment of staff.
- 2) Vigorously recruit the required senior level teaching and management staff to facilitate the attainment of University Status.
- 3) Work towards attractive compensations and conditions of service for staff.
- 4) Recognize and reward hard work, integrity and excellence.
- 5) Improve Staff appraisal system and intensify the use of the results in policy formulation and decision-making.

Goal 2:

To increase student population significantly (15% – 20% annually)

Strategies:

- a) Work towards the realization of the uniqueness of CSUC.
- b) Introduce demand-driven and Distant Learning courses:
 - a. *Soonest:* MBA, Graduate Teacher Education, Law, Information Technology
 - b. *Later:* Corporate Planning and Management, Real Estate and Facility Management, Graphic Design, Statistics and Actuarial Science
- c) Improve teaching, learning and research - in particular, train and equip staff to undertake cutting-edge and demand-driven research activities
- d) Create opportunities for internships and employment after graduation
- e) Produce students who are:
 - a. Ready for the global job market
 - b. Equipped to explore the opportunities for self-employment
- f) Introduce scholarships and bursaries for students
- g) Explore avenues for international collaboration in teaching, research and ICT with other academic institutions of higher learning overseas

- h) Improve and expand counselling services to students.

Goal 3:

To increase sustainable financing (at least 25% per year) and diversify the funding sources

Strategies:

- a) Increase students' intake
- b) Intensify running of Short-courses and summer programmes
- c) Develop and launch a vigorous fund-raising programme under the leadership of the President:
 - Restructure the Partnership office into: Public Relations and Admissions; Alumni Relations and Fund-Raising, Internships Placements and Entrepreneurships
 - Engage goodwill Ambassadors
 - Intensify Alumni nurture and fund-raising
 - Establish virtual Advisory and Fund-raising Council
 - President to embark on at least one deputation trip abroad in a year
 - Reactivation of Endowment Fund – submit proposals to Foundations for Grants
- d) Introduce Cost-reduction measures:
 - i. Effective recruitment – value for money
 - ii. Few core staff and more part-timers
 - iii. Obtain Charter to avoid payment of Accreditation and Affiliation fees
 - iv. Effective procurement system
 - v. Introduce energy-saving measures
- e) Embark on visibility programmes aimed at making the CSUC brand known to our local customers, and the international community.
- f) Reach out to Christian families domiciled in Europe and North America desirous to send the wards home for quality Christian University education.
- g) Introduce Business Income:
 - i. Conference Village at new site
 - ii. Establish Consultancy Outfit
- h) Develop the campus as a Centre for Religious, Educational, and Cultural Tourism
- i) Establish a '*Vision Actualisation Laboratory*' that will help new trainees and young graduates from the College and other institutions to translate their business dreams into reality.

Goal 4:

To promote the culture of efficiency, discipline and results – orientedness in the management of the institution.

Strategies:

- a) Ensure that right people operate within a disciplined environment.
- b) Streamline management/administrative policies and procedures.
- c) Introduce standard performance management criteria e.g., Turn-around time.
- d) Intensify the integration of ICT into the management system.

Goal 5:

To expand physical and ICT infrastructure to support effective teaching, learning, and management.

Strategies:

- a) Develop the CSUC as a Centre of Excellence for ICT Education with an ultra-modern ICT Centre equipped with tele-conferencing facilities
- b) Complete on-going projects at the old site, especially the ICT/library complex.
- c) Expand ICT facilities and intensify its application in teaching, learning and administration
- d) Develop and sustain a good maintenance culture of the infrastructure
- e) Develop a concrete plan to start the development of the new site.

Goal 6:

To create an academic environment where the passion to know God and uphold of His Lordship, quest for morality and integrity and effective Christian witness is paramount.

Strategies:

- a) Provide vibrant Christian ministry to both Staff and Students and consciously monitor the results
- b) Strengthen and effectively resource the Chaplaincy to implement the above strategy
- c) Emphasise the 'ethical' dimension of professional training in order to inculcate integrity in our trainees. This will be done by offering a compulsory course on the relevance of ethics to professional development to all students. Ghana needs professionals with integrity
- d) CSUC to serve as a Centre for Evangelical Fellowship, Renewal and Networking.

Leadership Style

I indicated earlier, 'no one succeeds alone'. This makes my leadership style critical to the success of my vision. If appointed as the President, I will adopt an open, participatory and consultative approach to leadership. I will create an environment where people can express their opinions on issues and contribute to decision-making and policy formulation. An organisational culture of discipline, inclusiveness, efficiency and integrity will be established. Through effective communication, people will be rallied around shared values and common goals. Communication between management and staff will be enhanced through effective flow of information, dialogue and observance of due process in all matters. I will balance gentleness with the courage to take bold decisions, enforce discipline and also act decisively when necessary. In short, I will provide effective Christian transformational leadership.

Conclusion

Undoubtedly, the CSUC has made great strides with modest achievements. These achievements should not only be sustained but should be built upon to higher heights. The next leadership must have the will, passion, capacity and experience to achieve that. I believe my vision and leadership style outlined above will help in positioning the University College as a real centre of academic excellence and moral uprightness and contribute in providing the required intellectual leadership for the development of Ghana and Africa.

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