

# 5-YEAR STRATEGIC PLAN

2024 - 2028

January 1, 2024  
[www.atecoe.edu.gh](http://www.atecoe.edu.gh)



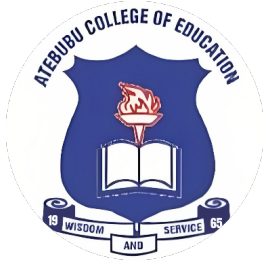
ATEBUBU COLLEGE  
OF EDUCATION



# CONTENTS

<b>BACKGROUND</b> .....	<b>1</b>
VISION .....	2
MISSION .....	2
CORE VALUES .....	2
<b>STRATEGIC PRIORITIES</b> .....	<b>3</b>
1 Effective Monitoring, Evaluation, Supervision and Quality Assurance Systems. ....	4
2 Mobilization/Generation of adequate resources (Human, Material and Financial) for College improvement. ....	4
3 Significant improvement in College infrastructure/facilities (Road Network, Classrooms, Staff Bungalows, Offices). ....	4
4 Improvement in Water, Sanitation and Hygiene on Campus. ....	5
5 High Commitment of College Staff and Students (Recognition, Motivation and Professional Development Opportunities).....	5
6 Enhanced Leadership & Management Capacity, Governance & Reduction in Bureaucratic Processes .....	5
7 Adequate and Improved Security, Health and Safety Measures on Campus.....	6
8 Well-Resourced and Functioning ICT & TLM Centres, Library and Research & Development Unit. ....	6
9 Institutional Relationships, Partnerships, Cooperation and Stakeholder Engagements .....	7
10 Improving Teaching and Learning with Commitment to Continuous Innovation and Creativity.....	8
<b>ASSIGN SPECIFIC ROLES AND RESPONSIBILITIES TO ALL COMMITTEE MEMBERS WITHIN THE COLLEGE. ....</b>	<b>9</b>





## BACKGROUND

Realizing that the Atebubu College of Education (ATECOE) is now a full Tertiary Educational Institution offering a 4-Year Degree Programme (B.Ed.), the College Management led by the current Principal, Dr. Samuel Addae-Boateng decided to develop and/or review all college manuals and policy documents that aligned with the tertiary status of the college.

Discussions among internal and external stakeholders regarding the aforementioned task have raised the question of whether the college possesses a plan capable of aligning with the new Strategic Direction. This medium to long-term plan is intended to serve as the foundation for revising or developing operational manuals and policies relevant to the institution. While the College Improvement Plan (CIP) has been identified for this purpose, a critical examination revealed that it lacks the necessary breadth to effectively steer the new Strategic Direction of Atebubu College of Education. This inadequacy considers the affiliation and accreditation requirements imposed on public tertiary educational institutions. Consequently, it has underscored the importance of developing a Strategic Plan tailored to the needs of a public tertiary institution like ATECOE.

Hence, the College Management sought the assistance of a consultant to guide and offer technical expertise in crafting the 5-Year Strategic Plan spanning from 2024 to 2028, along with the corresponding Annual Implementation Action Plans.

With technical advice from the consultant, College Management agreed that the process should be very participatory and inclusive of all key stakeholders of the College. Subsequently, a three-member committee was established to review and finalize it. The following stages and corresponding participants were outlined:

No.	Stage	Relevant Participant/Stakeholders
1.	Discussion on the process and the various stages	<ul style="list-style-type: none"> <li>· Management</li> <li>· Academic Board</li> </ul>
2.	3-Day Facilitated Workshop Session to review and analyse College's current Strengths, Weaknesses, Opportunities and Treats (SWOT).	<ul style="list-style-type: none"> <li>· Management</li> <li>· Heads of Departments</li> <li>· Committee Chairpersons</li> </ul>
3.	Development of a Zero Draft Strategic Plan	<ul style="list-style-type: none"> <li>· Management/Administration</li> <li>· Academic Board</li> </ul>
4.	Engagement and Orientation of all internal stakeholders on the Zero Draft Strategic Plan for their inputs/suggestions	<ul style="list-style-type: none"> <li>· Management/Administration</li> <li>· Academic Board &amp; All Heads of Departments</li> <li>· All Teaching and Non-Teaching Staff</li> <li>· SRC Executive</li> </ul>
5.	Reviewing the final Document	<ul style="list-style-type: none"> <li>· A three-member committee</li> </ul>
6.	<ul style="list-style-type: none"> <li>· Discussions, Review and Approval of final draft</li> <li>· Setting up Strategic Plan Implementation and Monitoring Committee</li> </ul>	<ul style="list-style-type: none"> <li>· Governing Council Members</li> </ul>
7.	Information dissemination and distribution of copies of the Strategic Plan to both internal and external stakeholders for buy-in and support	<ul style="list-style-type: none"> <li>· All Student Body</li> <li>· ATECOE Alumni</li> <li>· Municipal and regional Education Directorates</li> <li>· Mentoring University (UCC)</li> <li>· Accreditation Board</li> <li>· College Website and Notice Board</li> <li>· GTEC, MoE, MP, etc.</li> </ul>

Upon the final approval of the Strategic Plan by the College Governing Council and the dissemination of information on the plan, the implementation takes off in January 2024.

## VISION

Igniting minds, beyond borders: Atebubu College of Education's legacy – a generation of teachers redefining education

## MISSION

Atebubu College of Education is committed to a partnership with students, alumni, sister educational institutions, government regulatory bodies and community stakeholders, providing students with the knowledge, practical skills and professional attitudes to become productive citizen in a challenging, technological and diverse world.

## CORE VALUES

The following Core Values are intended to drive the mission, vision and strategic direction of Atebubu College of Education:

- Excellence and Professionalism

- Commitment and Hard Work
- Gender, Equity, and Social Inclusion (GESI)
- Teamwork and Mentorship

# STRATEGIC PRIORITIES



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## **1** *Effective Monitoring, Evaluation, Supervision and Quality Assurance Systems.*

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For Atebubu College of Education, quality teaching and learning is our main business. Therefore, we realize the importance of M&E, QA and Supervision in an educational institution such as ours and we intend to address any associated challenges through the following actions:

- Building the capacity of College Staff on QA, M&E and Effective Supervision
- Orienting College staff on the importance of Documentation and Knowledge Management and how to develop an online system for individuals and committees to report on all activities, workshops, conferences and events.
- Intensifying monitoring of teaching & learning activities of both academic staff and students and the installation and using the clock-in system to regulate staff and students' attendance.

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## **2** *Mobilization/Generation of adequate resources (Human, Material and Financial) for College improvement.*

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Achieving the mission and vision of the Atebubu College of Education and the implementation of this Strategic Plan for College infrastructural improvement and academic performance requires enough resources. Through this

Strategic Plan, the College will undertake the following activities to raise additional resources for the College's improvement:

- Putting systems in place to reduce wastage and pilferage in the College to free resources for College improvement.
- Advocating for the payment of fees/facility user fees by students.
- Intensifying and expanding the farming activities on College idle land to supplement food supply for students. (e.g., vegetables, maize, poultry, etc.)
- Embarking on other income generation ventures such as bakery, water (sachet/bottle) production, etc.
- Generate income through workshops on basic computer literacy skills for basic school teachers within Atebubu-Amantin municipality at minimum fees.
- Advocating for financial clearance for the recruitment of qualified personnel to augment the current staff strength (human resource).
- Initiating discussions on Public-Private Partnership (PPP) arrangements in the area of income generation ventures for profit sharing (e.g.: sachet and bottled water production, commercial farming).

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## **3** *Significant improvement in College infrastructure/ facilities (Road Network, Classrooms, Staff Bungalows, Offices).*

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To achieve the dream of being a performing and attractive College of Education in Ghana and beyond, we need massive facelift of the College outlook and required facilities befitting a tertiary institution. It is against this backdrop that this area has been identified as a strategic priority and therefore, the College is poised to implement the following activities, among others to achieve this:



- Engaging and lobbying MoE, GETFund, GTEC, Road Ministry, Feeder Roads, District Assembly and MP to address the College internal road network as a matter of emergency/urgency.
- Identifying and engaging ATECOE Alumni for their support/contribution for the development of their Alma Mater.
- Identifying and collaborating with the private sector to renovate and/or provide staff bungalows.
- Soliciting for support for the construction of Ultra-Modern and Well-Equipped Science Lab for the College.

## **4** *Improvement in Water, Sanitation and Hygiene on Campus*

With the ever-increasing students and staff population of over 1,600 and 98 respectively, the existing water and sanitation facilities and accessibility could no longer be adequate for the College, not to talk about visitors and other clients. The current toilet and other washroom facilities are not only inadequate but also too old/outmoded and not befitting Atebubu College of Education. The College is now determined more than ever to improve the situation through the implementation of the following activities:

- Construction of modern toilet facilities for both students and staff.
- Institute proper system of collection and disposal of rubbish and other waste materials.
- Rehabilitation and construction of more mechanized boreholes to augment water supply
- Initiating high-level discussions with relevant stakeholders on the need to dredge the Ghansah Dam for water reservation/conservation for the benefit of ATECOE and surrounding communities.
- Engaging Ghana Water Company to seriously address the acute/perennial water shortage facing the College.
- Erect overhead tanks for regular water supply to washrooms (toilets, bath, urinals, etc.).

## **5** *High Commitment of College Staff and Students (Recognition, Motivation and Professional Development Opportunities)*

The driving force for the attainment of all institutional goals of the College is a highly committed and motivated human resource (Management, teaching and non-teaching staff and students). This has been agreed upon as one of the key cross-cutting priority areas to be focused on effectively and regularly through the following actions:

- Conducting staff needs assessment and initiating professional development support for needy and/or affected staff
- Organizing periodic workshops to improve teaching and learning methods/strategies for tutors.
- Organizing End-of-Year Awards for deserving staff and students to show appreciation/recognition as a way of motivation and morale booster.
- Instituting and sustaining Quarterly Staff Durbars/Retreats to discuss and assess staff satisfaction, address matters arising and strategize for staff commitment and job satisfaction
- Discussing and agreeing on a system to promote staff welfare/well-being.

## **6** *Enhanced Leadership & Management Capacity, Governance & Reduction in Bureaucratic Processes*

Organizational development revolves around effective governance structure and participatory decision-making processes, anchored by capacitated management and effective leadership. Atebubu College of Education has

flagged this area as key and would work on the following to ensure managerial and leadership skills are sharpened to review and activate the relevant governance structures for effective, transparent and participatory decisions are taken:

- Enhancing the knowledge and skills of the Governing Council members in the area of policy advocacy, influence, resource mobilization and oversight roles and responsibilities.
- Involving Staff and SRC Leadership at all relevant levels of the decision-making processes (Participatory decision-making).
- Creating and providing opportunities for staff and students leadership to participate in leadership trainings and seminars to enhance knowledge and practical skills.
- Reactivating the committee-working system to improve managerial, administrative and academic performance of ATECOE through collaboration and teamwork.
- Assigning specific roles and responsibilities to all committee members within the College.
- Providing intensive orientation for staff and SRC on the College structures, communication channels and reporting lines.

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## **7 Adequate and Improved Security, Health and Safety Measures on Campus.**

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The ever-increasing numbers of students and staff on campus would always be associated with security, health and safety issues. The location of the College is also prone to thieves and criminals while any epidemic/virus outbreak could pose health hazards especially among students. There is the urgent to strategically prioritize these areas so that the College can put preventive and curative measures in place to address any fallout. Some of the identified actions to take include but not limited to the following:

- Putting fire safety and security systems/measures in place to protect lives and

properties on campus. (E.g., obtain fire certificate, fire extinguishers, CCTV cameras, police and fire services' hotlines, etc.).

- Creating and demarcate a dedicated area as Fire Assembly Point in case of any unexpected fire outbreaks or arson.
- Liaising with Ghana Police Service and Ghana National Fire Service to conduct Security and Fire Safety training for College Management, College Security, Fire Marshalls and SRC Executive.
- Engaging SRC to support needy students to register (one-time registration) with the NHIS to access health care while on campus.
- Liaising with the Municipal Health Directorate/ATECOE Health Centre to institute yearly fumigation of College premises, especially students' residences and staff bungalows.
- Partnering with the Regional and Municipal Health Directorates to ensure the College Health Centre is equipped and resourced with basic tools, equipment, medication and other supplies/consumables to improve health and wellbeing of students, staff and other clients.
- A 24/7 operation service time at the College Health Centre would be pursued to provide emergency first aid services to serious cases in the night.
- Upgrading and Expanding the College Health Centre into a Clinic with Laboratories, Pharmacy, Detention Rooms (Wards), etc.

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## **8 Well-Resourced and Functioning ICT & TLM Centres, Library and Research & Development Unit.**

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This priority area has been identified as very critical for Atebubu College of Education as it aspires to be a modern teacher training institution with special focus on ICT, Research & Development and well equipped with adequate teaching and learning resources including manipulatives to support its Early Childhood Programme:

Urgently resourcing the ICT Centre with modern equipment and fast speed & reliable Internet connectivity to enhance teaching, learning, documentation, data protection and knowledge management.

- Setting-up/reactivating the College's Research and Development Unit to support staff and students' projects development and research assignments.
- Conducting regular trainings on Research and M&E for College staff and students.
- Using well-resourced Centres to provide skills development in ICT, TLM design and preparation, etc., for basic school teachers at a moderate fee.
- Supporting the Research & Development Unit to develop proposals for funding from donors and philanthropists, using research/baseline findings.
- Conducting short courses in Proposal Development for community-based organizations within ATECOE catchment areas.

## 9

### ***Institutional Relationships, Partnerships, Cooperation and Stakeholder Engagements***

The core mandate of Atebubu College of Education is to prepare student teachers for success in higher education, in career development and lifelong experiences. This, we recognize will require more hands and ideas to achieve, hence the need to partner and collaborate, not only with our fellow sister educational institutions, but also engaging with various stakeholders, within and outside Ghana through formal and informal Institutional Relationship Building, Partnerships and Cooperation. We believe undertaking the following actions will help us achieve this strategic priority:

- Engaging deeply and building partnerships beyond the traditional education sphere

such as NGOs, Private Sector/Businesses, Development Partners, Philanthropists, etc.

- Maximizing the distinctive contributions and expertise that our Alumni and friends can bring to the College.
- Addressing the educational needs of diverse and underserved populations, especially within the catchment areas.
- Identifying and building strong working relationships with sister Colleges of Education with similar focus areas to promote learning and sharing experiences and exchanges.
- Conducting desktop research to identify foreign tertiary teacher training institutions for international cooperation, partnerships and learning exchanges/visits.
- Collaborating with District, Regional and National Bodies/Institutions to establish Early Childhood Development Centre of Excellence on ATECOE campus.
- Using College Annual and Special Events to improve working relations with key stakeholders (ALUMNI, DAs, RCC, SRC, Regional and district Education Directorates, GTEC, UCC and other relevant institutions).
- Strengthening relationships with Partner Schools and District and Regional Education Directorates to enhance Supported Teaching in School (STS) and School Improvement Support activities.
- Working collaboratively with SRC to enhance students' engagements to ensure Experiential and Impactful Students Extra-Curricular Activities on campus and outside campus.

# 10 Improving Teaching and Learning with Commitment to Continuous Innovation and Creativity

We commit to innovation that is flexible, collaborative and reflecting. We aspire to be one of the well-resourced technology-enhanced teaching and learning Colleges of education in the country:

- Expanding the COE's internal capacity and support for innovation and creativity in the following areas:
  - ICT.
  - Online teaching and learning.
  - E-Library.
  - Smartboard/projector usage for lesson presentations.
  - Modern teaching methods/pedagogies.
  - Content Knowledge and practices, etc.).
- Creation of systems to promote group studies and group assignments among students.
- Promoting Peer Teaching and Reflection among students with tutor observation and feedback.
- Online assessment of tutors by students and vice versa.
- Conducting intensive orientation of students on the National Teachers' Standards (NTS) for Ghana, with a special focus on:
  - Professional Values and Attitudes.
  - Professional Knowledge
  - Professional Practice.

- Using ATECOE TLM Resource Centre to support students and tutors in designing, preparing and applying TLMs/Manipulatives to improve teaching and learning.
- Supporting both students and tutors in critical thinking skills and life-long experiences.
- Supporting School Clubs especially Maths and Science Clubs with active female participation.
- Identifying and supporting students with learning difficulties and disabilities through the work of the College Counselling Unit and GESI Committee.
- Organizing specific subject-area seminars for students and tutors on regular basis.
- Improving Tutor Profession Development/ Learning Sessions.

## Social Media Handles

The following are the official social media handles of the College:

i.	Facebook	Atebubu College of Education
ii.	X	@atecoe_official
iii.	Instagram	@atecoe_official
iv.	YouTube	@Atebubu College of Education
v.	WhatsApp line	0200288320

**ASSIGN SPECIFIC ROLES  
AND RESPONSIBILITIES  
TO ALL COMMITTEE  
MEMBERS WITHIN THE  
COLLEGE.**

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KEY ACTIONS	OFFICIALS RESPONSIBLE	TIMEFRAME												FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS			
		2024			2025			2026			2027							2028		
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					Q1	Q2	Q3

THRUST 1: Monitoring & Evaluation, Supervision and Quality Assurance Systems																													
Build the capacity of College Staff on QA, MSE and Effective Supervision	1. College Management 2. QA Unit 3. Staff Development	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1. IGF 2. Donor Support 3. COC	1. Stationery (A-4, Flip Chart) 2. Projector & Screen 3. Facilitator (Internal)	1. Regularly assess key performance indicators to measure progress and success. 2. Conduct periodic reviews and audits 3. Gather feedback from various stakeholders 4. Regularly share reports with relevant stakeholders.	Staff's knowledge and skills in QA, MSE, Effective Supervision. Documentation enhanced leading to general College performance
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Organize orientation on the importance of Documentation and Knowledge Management for College staff.	1. College Management 2. QA Unit 3. Staff Development Coordinator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Develop an online system for individuals and committees reporting on all activities, workshops, conferences and events they participate in.	1. College Management 2. QA Unit 3. ICT Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Initiate the development of a software system for record keeping and data protection	1. College Management 2. QA Unit 3. ICT Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				

KEY ACTIONS	OFFICIALS RESPONSIBLE	TIMEFRAME																																																FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS												
		2024												2025												2026												2027																2028											
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																								
Intensify monitoring of teaching & learning activities of both academic staff and students.	1. College Management 2. QA Unit 3. ICT Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1. Stationery (A-4, Flip Chart) 2. Projector & Screen 3. Facilitator (internal)	1. Improved Teaching and Learning outcomes on the part of both tutors and students. 2. Attendance and punctuality improved leading to work/class to increased productivity.														
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1. Clock-in Machine 2. Installation Cost 3. Cost of orientation for usage															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	1. Stationery (A-4, Flip Chart) 2. Projector & Screen 3. Facilitator (internal)															
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Strategic Plan Implementation Progress assessed, identified challenges addressed for smooth Implementation															
		Start the process of procuring, installing and using clock-in system to regulate staff and students attendance	1. College Management 2. QA Unit 3. ICT Unit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec													
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec													
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec													
				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec													
				Organize Strategic Plan Implementation/ Review Sessions	1. College Management 2. QA Unit 3. Tutors 4. Financial Officer and team	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Oct	Nov		Dec										
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Oct	Nov		Dec										
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Oct	Nov		Dec										
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep		Oct	Nov		Dec										
						Put systems in place to reduce wastage and pilferage in the College to free resources for College improvement.	1. College Management 2. Finance Committee & team	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		Aug	Sep		Oct	Nov		Dec	1. IGF 2. Donor Support 3. Private Investment	Wastage and Pilferage drastically reduced; therefore, more resources are available to fund other critical activities.					
								Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		Aug	Sep		Oct	Nov		Dec	Logistics for Management and Finance Committee meeting						
								Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		Aug	Sep		Oct	Nov		Dec	Cost of logistics for Management and Finance Committee to prepare a proposal for Council's consideration						
								Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul		Aug	Sep		Oct	Nov		Dec	Agreement reached with Governing Council, PRINCOF and CTEC for the need to charge facility-user fee.						
								Advocate for the payment of fees/ facility user fees by students.	1. College Management 2. Finance Committee 3. Finance Committee	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		Jun	Jul		Aug	Sep		Oct	Nov		Dec				
										Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		Jun	Jul		Aug	Sep		Oct	Nov		Dec				
										Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		Jun	Jul		Aug	Sep		Oct	Nov		Dec				
										Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May		Jun	Jul		Aug	Sep		Oct	Nov		Dec				

**THRUST : 2 Mobilization/Generation of adequate resources (Human, Material and Financial) for College improvement**









KEY ACTIONS	TIMEFRAME												RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS												
	2024			2025			2026			2027						2028											
	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3				Q1	Q2	Q3									
Solicit for support for the construction of Ultra-Modern and Well-Equipped Science Lab for the College.	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC			
Solicit support for the construction of Classrooms and Office Complex																											
Solicit support for the construction of a Commercial Centre and Pavilion																											
Solicit support for the construction of Modern Library																											
Solicit support for the construction of Sports Facilities (football field, handball, volleyball and tennis courts.																											

KEY ACTIONS	OFFICIALS RESPONSIBLE	TIMEFRAME												FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS										
		2024			2025			2026			2027							2028									
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>THRUST : 4 Water, Sanitation and Hygiene</b>																											
Construct modern toilet facilities for both students and staff.	1. College Management 2. Finance Committee 3. Governing Council																						1. IGF 2. GoG 3. CET Fund 4. Municipal Assembly 5. MP's Common Fund. 6. Donor Fund. 7. Alumni Support 8. Proceeds from fundraising/ appeal for funds.	1. Cost of construct	1. Regularly assess key performance indicators to measure progress and success. 2. Administer surveys and interviews with relevant stakeholders 3. Assess the financial performance of the college 4. Regularly share reports with relevant stakeholders.	Water supply on campus has improved significantly	
Institute efficient system of collection & disposal of rubbish and other waste materials. Rubbish containers at vantage points & are emptied regularly																								2. Construction materials and other hardware			
Provide intensive orientation for College cleaners/labourers to ensure campus is always clean																								1. Adequate rubbish containers.			
Rehabilitate and construct more mechanized boreholes to augment water supply.																								2. Renewed contract with zoomlion or other private collectors			





KEY ACTIONS	TIMEFRAME												FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS			
	2024			2025			2026			2027							2028		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					Q1	Q2	Q3
<p><b>OFFICIALS RESPONSIBLE</b></p> <p>1. College Management 2. SRC3s Departmental/ Unit Heads</p> <p><b>KEY ACTIONS</b></p> <p>Involve Staff and SRC Leadership at all relevant levels of the decision-making process (Participatory decision-making).</p>	<p><b>THRUST : 6 Leadership &amp; Management Capacity &amp; Governance</b></p>												<p>1. ICF</p> <p>2. Donor Support</p> <p>3. Alumni Support4. Proceeds from Fundraising and Appeal for Funds</p> <p>5. Contribution from SRC Dues.</p>	<p>Associated with participation and other engagements</p>	<ol style="list-style-type: none"> <li>1. Regularly assess key performance indicators to measure progress and success.</li> <li>2. Conduct periodic reviews and audits</li> <li>3. Gather feedback from various stakeholders</li> <li>4. Administer surveys and interviews with relevant stakeholders</li> <li>5. Assess the financial performance of the college</li> <li>6. Regularly share reports with relevant stakeholders.</li> </ol>	<p>Improved participatory decision-making between management, staff and students, ensuring ownership and commitment</p>			

KEY ACTIONS	OFFICIALS RESPONSIBLE	TIMEFRAME												FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS																								
		2024			2025			2026			2027							2028																							
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					Q1	Q2	Q3	Q4																				
<p>Reactivate the committee-working system to enhance Management to improve managerial, administrative and academic performance of ATECODE.</p> <p>Assign specific roles and responsibilities to all committee members within the College.</p> <p>Provide intensive orientation for staff and SRC on the College communication structures, channels and reporting lines.</p>	<p>1. College Management Board</p> <p>2. Academic Board</p> <p>3. SRC</p>	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		<p>1. List of all Working Committees</p> <p>2. Committees' Terms of Reference</p> <p>3. List of all members of each Working Committee</p>		<p>Improved teamwork, accountability and responsiveness among management, staff and students.</p>
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		<p>List of Roles and Responsibilities for all Committee Members</p>		<p>Staff and students acquired enhanced knowledge and understanding of the Governance Structure and Reporting lines.</p>
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC		<p>1. Training materials 2. Refreshment 4. Facilitator.</p>		











KEY ACTIONS	TIMEFRAME																								FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS
	2024				2025				2026				2027				2028											
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
<p><b>OFFICIALS RESPONSIBLE</b></p> <p>1. Management 2. Finance Committee 3. Academic Board 4. External Relations Officer</p> <p><b>KEY ACTIONS</b></p> <p>Identify and build working relationship with sister Colleges of Education with similar focus areas to promote learning and sharing exchanges.</p>	<b>THRUST : 9 Institutional Relationships, Partnerships, Cooperation and Stakeholder Engagements</b>																								<p><b>FUNDING SOURCES</b></p> <p>1. ICF 2. Donor Support 3. Alumni Support 4. Proceeds from Fundraising and Appeal for Funds 5. Contribution from SRC Dues.</p>	<p><b>RESOURCES NEEDED</b></p> <p>1. Committed Team with Terms of Reference. 2. Associated financial/material resources. 3. Costs associated with partnership engagements including travels, Webinars, communications, etc.</p>	<p><b>MEANS OF VERIFICATION</b></p> <p>1. Regularly assess key performance indicators to measure progress and success. 2. Conduct periodic reviews and audits 3. Gather feedback from various stakeholders 4. Administer surveys and conduct interviews with relevant stakeholders 5. Using a milestone tracking. 6. Conduct periodic updates on the status of each initiative. 7. Leverage technology platforms and tools to monitor and evaluate the execution of the strategic plan. 8. Regularly share reports with relevant stakeholders. 9. Regularly review Management contributions and commitment to the plan's key actions.</p>	<p><b>EXPECTED OUTCOMES OR RESULTS</b></p> <p>At least one Sister COE (local) and one foreign sister Educational Institution agreed to enter into partnership and cooperation with ATECOE for exchange programs to promote peer sharing and learning.</p>





KEY ACTIONS	OFFICIALS RESPONSIBLE	TIMEFRAME												FUNDING SOURCES	RESOURCES NEEDED	MEANS OF VERIFICATION	EXPECTED OUTCOMES OR RESULTS			
		2024			2025			2026			2027							2028		
		Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3					Q1	Q2	Q3
<b>THRUST :to Commitment, Innovation and Creativity to improve Teaching and Learning/Skills</b>																				

<ul style="list-style-type: none"> <li>Support and build COE's internal capacity for innovation and creativity in the following areas:               <ul style="list-style-type: none"> <li>ICT.</li> <li>Online teaching and learning.</li> <li>E-Library.</li> <li>Smart board/projector usage.</li> <li>Modern teaching methods/pedagogies.</li> <li>Content Knowledge and practices, etc.).</li> <li>Organize specific subject-area seminars for students and tutors on regular basis.</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>College Management Board</li> <li>Academic Board</li> <li>SRC</li> </ol>																			<ol style="list-style-type: none"> <li>IGF</li> <li>Donor Support</li> <li>Alumni Support</li> </ol>			<ol style="list-style-type: none"> <li>Regularly assess key performance indicators to measure progress and success.</li> <li>Conduct periodic reviews and audits</li> <li>Gather feedback from various stakeholders</li> <li>Administer surveys and conduct interviews with relevant stakeholders</li> <li>Using a milestone tracking.</li> <li>Conduct periodic updates on the status of each initiative.</li> <li>Leverage technology platforms and tools to monitor and evaluate the execution of the strategic plan.</li> <li>Regularly share reports with relevant stakeholders.</li> <li>Regularly review Management contributions and commitment to the plan's key actions.</li> </ol>	<p>Improved Teaching and Learning through innovation, creativity, well-resourced and capacitated staff and students.</p>
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