



Promoting Excellence in Knowledge  
**GHANA ACADEMY  
OF ARTS AND SCIENCES**

# Strategic Plan

**2020 - 2025**

## KEY PERFORMANCE INDICATORS

- Greater and more sustained involvement of fellows and staff in all GAAS activities

- Increased number of paid activities
- Increase in number of academies we are collaborating with within Africa and in the rest of the world
- Increased number of our collaborators choosing our venue for their activities

- Achievement of key turnaround times
- Compliance to deadlines and standards > 90%

- 100% of academy budget funded
- At least x diversified special projects per annum
- A minimum of \$100,000 in non-government funding a year

- Increased patronage of our library
- Many more people contacting the academy for solutions
- Increased hits/views for our web materials
- Greater public attendance at our lectures

## STRATEGIC OBJECTIVES

### PEOPLE

1. Make the Academy more present in the lives of fellows
2. Develop a positive and high-performance culture
3. Broaden the base and profile of potential fellows, especially women

### STAKEHOLDERS

1. Restore the Academy's role as a principal advisory body to national leadership
2. Strengthen our collaboration with other academies and relevant international bodies
3. Ensure effective alignment with the Ministry of Education's priority initiatives, including STEM
4. Ensure the Academy's collaboration with other Ministries, Departments and Agencies.

### PROCESSES

1. Build a more diverse community of fellows
2. Create and institutionalise opportunities for bonding and mentorship between the GAAS and the young academy
3. Develop performance standards for the different functions and processes
4. Strengthen the responsiveness and availability of chapters and sections for engagements

### FUNDING

1. Strengthen internal structures to support special project funding and fund use
2. Strengthen the secretariat's capacity for income generation
3. Strengthen the budgeting and financial reporting process

### BRAND

1. Deepen the Academy's involvement in the discourse on important national issues
2. Ensure effective alignment with the sustainable development goals
3. Prioritise communication as an enabler in the value chain of GAAS
4. Make reference library service more attractive and relevant to researchers and students

## CRITICAL SUCCESS FACTORS

Create a dynamic and committed community within the academy (council, fellows & staff)

Leverage our stakeholder relationships to strengthen our relevance

Review and strengthen our delivery mechanisms to create an environment of high performance and accountability

Position GAAS to become attractive for funding support

Be the institution of choice that empowers Ghanaians with transformative 21st century skill and knowledge through thought-leadership

## VALUES

RELEVANCE

INTEGRITY

PROFESSIONALISM

EXCELLENCE

## VISION

To be Ghana's foremost merit-based learned society committed to national development and the advancement of our world

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# Introduction

For the Ghana Academy of Arts and Sciences, having crossed its 60<sup>th</sup> Anniversary milestone, the most important leadership imperative is ensuring the strategic relevance of its existence by law to the development of Ghana.

It is in this regard the Academy has chosen to embark on a critical process of self-examination and reflection in order to develop a strategic plan that would seamlessly guide the institution and all its moving parts for the next five years towards a successful future of which Ghanaians can be proud.

In embarking on this process, significant thought was given to the influencing activities of both the external environment beyond the Academy's control and the internal dynamics that inform the coordination and integration of the council, fellows and the secretariat.

The insights derived from the honest conversations that took place within the institution formed the basis of the strategic blueprint outlined in this document.

In order to ensure effective ownership, accountability and seamless execution over time, the plan provides key performance indicators and metrics that must be properly monitored by the secretariat and Fellows and regularly shared amongst all internal stakeholders of the Academy. This will be undertaken within the framework of a well-established performance management construct that links strategy to key dimensions that will influence the success of the plan.

Ultimately, this document is expected to guide the development of the Academy's capacity and organisational configuration to enable it achieve its ambition as well as address current and future challenges.

# Key Considerations

## Events, Developments and Trends

By examining its external environment and identifying the dynamics that impact its purpose and existence, the Academy seeks to take advantage of opportunities for increased impact and relevance, while pre-empting challenges that could undermine its quest to achieve organizational success.

- **The Changing face of Global Academies using Technology**

Like any other entity, the Academy seeks to take advantage of the power of the internet to enhance its activities and reach. The Academy should be more proactive with other affiliated academies (IAP, NASAC & AMASA) and engage their fellows in order to leverage new and developing trends for collaboration.

The Academy recognises the opportunities social media platforms provide for promoting its development agenda and enhancing visibility. It is therefore considering the development of a team of communicators with social media skills to manage its presence on social media, which will be fed by credible content from its fellows for their engagement.

- **Strengthening Relationship with Educational Sector Leadership (the sector minister, minister of state for tertiary education, chief director, GETFund Administration)**

The Academy needs to continuously strive to improve its relationship with its key stakeholders in the educational sector. Drawing on its knowledge of the current sector policies, the academy seeks to provide evidence-informed advisory support to its stakeholders. With society, the Academy recognises the opportunity to engage at a deeper level through co-design and co-production, and to inspire the use of knowledge (evidence).

# Key Considerations

## Events, Developments and Trends

- **Sustainable Development Goals SDG**

With the SDGs being the current framework for global development, the academy will strive to improve its engagement through this framework. GAAS has identified NDPC as a core stakeholder for national development planning, so it seeks to establish a relationship with this institution for the purpose of providing evidence-informed support to help achieve development targets. GAAS wants to make its services particularly available to the Inter-Sectoral Working Group (ISWG?) – a cross-ministerial working group.

- **Digital revolution including the fourth industrial revolution**

This is related to the Academy's desire to take advantage of the internet and other digital technologies which are useful for aggregating knowledge, including big data and cloud computing, and to make meaning of them. GAAS aspires to invest in infrastructure and other essential components to deploy technologies that come with the fourth industrial revolution, as well as open up to recruit fellows that have competencies in these developments.

- **Extreme polarization of the political climate**

The political climate has several effects on institutions in the country and GAAS is not an exception. As politically neutral as GAAS is, there is still a risk for the Academy to be perceived as leaning towards a particular political party because of its stand on certain national issues. The Academy is concerned with maintaining political neutrality within the current political environment and tries to provide politically neutral services in respect of issues of national interest. It is considering engagements with senior government officials which it would like to pursue alongside the public. This could be a useful way to instil a sense of political neutrality for its brand among its audience.

# Key Considerations

## Internal Scrutiny: Concept, Competence and Commitment

The internal environment of the Academy was reviewed from three perspectives:

### CONCEPT

This represents understanding and clarity of focus of the Academy. It reflects the ultimate purpose and undisputed knowledge of where GAAS is going and what it sets out to achieve.

An above average rating was given for this matrix; however, a more deliberate consultative process was recommended to help rebrand the Academy. This was due to the growing misunderstanding of the process for nomination of fellows and the need to encourage a more diverse profile of fellows. Other key recommendations made to strengthen the role and relevance of the Academy included:

- Engage more effectively with stakeholders
- Undertake an internal re-organisation within the Academy's secretariat
- Strengthen relations with the Young Academy
- Create representation for the Academy in the regions to improve membership
- Ensure continuous reorientation of fellows and staff of the Academy in a manner that encourages active buy-in

# Key Considerations

## Internal Scrutiny: Concept, Competence and Commitment

### COMPETENCE

This represents the skills and abilities within the Academy as well as the extent to which the financial, human and technical resources are adequate for its effective functioning. This matrix was also rated slightly above average.

The need for a thorough assessment of the under-served areas as well as emerging ones was identified and a recommendation made to develop a direct programme for the recruitment of fellows for these areas.

With specific regard to the Secretariat, there was the need to realign its structure with all the critical processes that enable its smooth running. It was expected that this would be complemented with building its capacity to handle grantsmanship, document management, writing skills and protocol services to support fellows. Generally, there was the need to create a more motivating work environment that provided opportunities for the regular development of staff. This would also include staff internships to broaden their experience and knowledge.



# Key Considerations

## Internal Scrutiny: Concept, Competence and Commitment

### COMMITMENT

This represents the passion and involvement of all external and internal stakeholders to support the ambitions of the Academy. It was generally acknowledged that this was not very strong and that there was the need to create a more vibrant, motivational and well-resourced environment for both staff and fellows.

Not much attention had been given to soliciting feedback to assess the evolving challenges of the community the Academy creates. It was therefore recommended that effective engagements should be put in place to inform:

- Prioritising the resourcing of the Academy
- The review of chapters of the Academy
- The needs of fellows across the regional divides
- Conditions of service of staff
- Facilitating the work and participation of fellows in activities of the Academy

# The Way Forward

## 2020 – 2025

By its vision, Ghana Academy of Arts and Sciences seeks to inject a sense of purpose into its activities and provide a clear view of what it is trying to accomplish for its stakeholders

The success of realizing the vision is dependent on the creation of a work environment and culture that motivates and stimulates excellence. The following shared core values represent the fundamental beliefs that are expected to dictate how people work together in a new Ghana Academy of Arts and Sciences environment.

### VISION

To be Ghana's foremost merit-based learned society committed to national development and the advancement of our world

### CORE VALUES

Relevance

Integrity

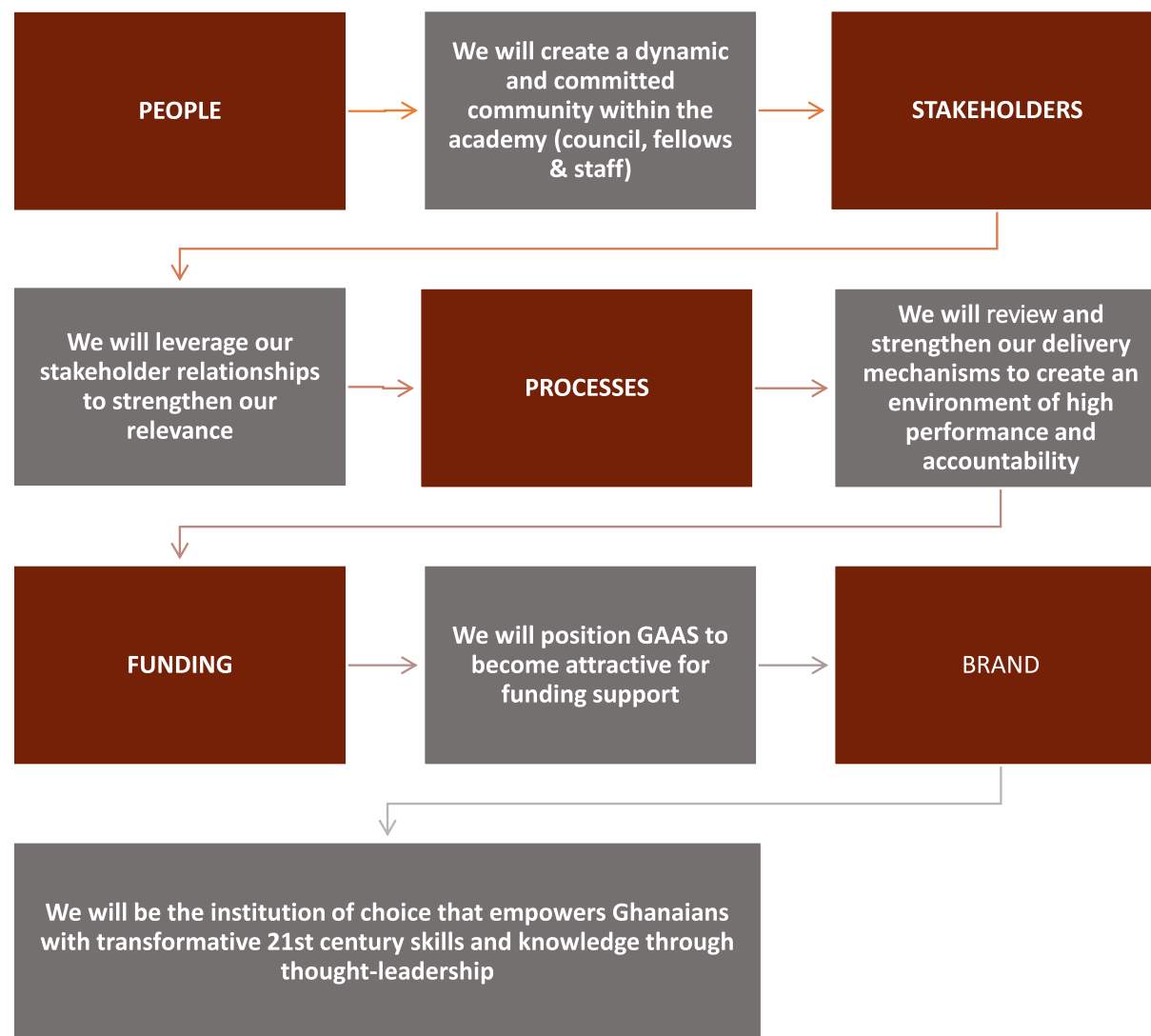
Professionalism

Excellence

# The Critical Success Factors

These comprehensive statements indicate the challenging priorities the Academy must focus on to achieve its ambition. They reflect the current dynamics of the Academy and will rely on strong leadership and a resilient value system. They are the non-negotiable pillars upon which plans and initiatives for the Academy will be built.

The success of the Ghana Academy of Arts and Sciences is therefore dependent on the relentless pursuit of the supporting strategic objectives, and subsequent actions derived from these priorities.



## PEOPLE

We will create a dynamic and committed community within the academy (council, fellows & staff)

### PERFORMANCE INDICATORS

Greater and more sustained involvement of fellows and staff in all GAAS activities

### Strategic Objectives



**Make the academy more present in the lives of fellows**



**Develop a positive and high-performance culture**



**Broaden the base and profile of potential fellows**

**PEOPLE: Create a dynamic and committed community within the academy (council, fellows & staff)**

STRATEGIC OBJECTIVE	KEY ACTIONS AND TACTICS
<b>1. Make the academy more present in the lives of fellows</b>	<ol style="list-style-type: none"> <li>1. Develop a programme of incentives to encourage fellows to participate in the Academy's activities</li> <li>2. Involve more staff in contacting and reminding fellows of events (build many more personal relationships)</li> <li>3. Develop an environment for fellows to support research (including awarding prizes to deserving fellows)</li> <li>4. Video profile fellows</li> <li>5. Diversify activities for engagement <ul style="list-style-type: none"> <li>• Chapters; Funded projects – workshops, seminars; Regional meetings; GAAS to commission publication – state of education report.</li> </ul> </li> </ol>
<b>2. Develop a positive and high-performance culture</b>	<ol style="list-style-type: none"> <li>1. Review the organogram and recruitment process to align effectively with the needs of the Academy (needs assessment required)</li> <li>2. Develop a comprehensive capacity building programme for staff</li> <li>3. Provide necessary equipment</li> </ol>
<b>3. Broaden the base and profile of potential fellows</b>	<ol style="list-style-type: none"> <li>1. Develop a framework for scanning profiles and identifying modern-day achievers for nomination as fellows, especially women</li> <li>2. Simplify the nomination process and deploy an on-line portal for submission and assessment of nominees.</li> </ol>

## STAKEHOLDERS

We will leverage our stakeholder relationships to strengthen our relevance

### PERFORMANCE INDICATORS

*Increased number of paid activities*

*An increase in the number of academies we are collaborating with in Africa and the rest of the world*

*Increased number of our collaborators choosing our venue for their activities*

## Strategic Objectives



Restore the Academy's role as a principal advisory body to national leadership



Strengthen our collaboration with other academies and relevant international bodies



Ensure effective alignment with the Ministry of Education's priority initiatives, including STEM

## STAKEHOLDERS: Leverage our stakeholder relationships to strengthen our relevance

STRATEGIC OBJECTIVE	KEY ACTIONS AND TACTICS
1. <b>Restore the academy's role as a principal advisory body to national leadership</b>	<ol style="list-style-type: none"> <li>1. Lobby government and other national bodies about the Academy's capacity in areas of concern</li> <li>2. Chapters to work and meet more often</li> <li>3. Re-activate the Academy's link with Parliament and make it more effective</li> </ol>
2. <b>Strengthen our collaboration with other academies and relevant international bodies</b>	<ol style="list-style-type: none"> <li>1. Identify priority areas for collaboration</li> <li>2. Develop relevant materials on GAAS for circulation to international partners</li> <li>3. Identify relevant programmes for joint hosting</li> </ol>
3. <b>Ensure effective alignment with the Ministry of Education's priority initiatives, including STEM</b>	<ol style="list-style-type: none"> <li>1. Prepare a GAAS programme document highlighting the Academy's contributions to the Ministry's priorities</li> <li>2. Develop and circulate a calendar of activities that has a direct and indirect impact on the MOE's programmes.</li> </ol>
4. <b>Ensure academy's collaboration with other Ministries, Departments and Agencies</b>	<ol style="list-style-type: none"> <li>1. Identify current and critical areas of interest to other Ministries and Agencies and develop proposals for consideration.</li> <li>2. Develop collaboration with private sector entities to achieve the Academy's objects.</li> </ol>

## PROCESSES

We will Review and strengthen our delivery mechanisms to create an environment of high performance and accountability

### PERFORMANCE INDICATORS

*Achievement of key turnaround times*

*Compliance to deadlines and standards > 90%*

## Strategic Objectives



Build a more diverse community of fellows



Create and institutionalise opportunities for bonding and mentorship between GAAS and the young academy



Develop performance standards for the different functions and processes



Strengthen the responsiveness and availability of chapters and sections for engagements



**PROCESSES: Review and strengthen our delivery mechanisms to create an environment of high performance and accountability**

STRATEGIC OBJECTIVE	KEY ACTIONS AND TACTICS
1. <b>Build a more diverse community of fellows</b>	<ol style="list-style-type: none"> <li>1. Identify new areas of knowledge and achievement for recognition</li> <li>2. Review the nomination process and submit recommendations for approval</li> <li>3. Effectively communicate the revised nomination and selection process for fellowship to the academic community</li> <li>4. Identify and minimise the barriers to fellows' participation in the nomination process</li> </ol>
2. <b>Create and institutionalise opportunities for bonding and mentorship between GAAS and the young academy</b>	<ol style="list-style-type: none"> <li>1. Submit a paper on current opportunities and specific interventions that GAAS can spearhead</li> <li>2. Develop guidelines for mentorship and bonding</li> <li>3. Develop an annual programme for bonding and mentorship, highlighting opportunities for the young academy</li> </ol>
3. <b>Develop performance standards for the different functions and processes</b>	<ol style="list-style-type: none"> <li>1. Ensure that each department submits a document of standards by which the institution shall hold them accountable</li> <li>2. Ensure that performance standards are aligned with rewards and recognition</li> </ol>
4. <b>Strengthen the responsiveness and availability of chapters and sections for engagements</b>	<ol style="list-style-type: none"> <li>1. Develop a practical approach towards engaging chapters and sections to respond effectively to engagements</li> <li>2. Undertake reorientation sessions with chapters and sections towards strengthening service delivery</li> </ol>

## FUNDING

We will position GAAS to become attractive for funding support

### PERFORMANCE INDICATORS

*100% of Academy's budget funded*

*At least 30% diversified special projects per annum*

*Min. \$100,000 in non-governmental funding a year*

### Strategic Objectives



**Strengthen internal structures to support special project funding and fund use**



**Strengthen the secretariat's capacity for income generation**



**Strengthen the budgeting and financial reporting process**

## FUNDING: Position ourselves to become attractive for funding support

STRATEGIC OBJECTIVE	KEY ACTIONS AND TACTICS
<b>1. Strengthen internal structures to support special project funding and fund use</b>	<ol style="list-style-type: none"> <li>1. Create a pool of staff competent in writing proposals for grants (across all sections of the academy) and use of project management software and address need for training</li> <li>2. Clearly define roles and build capacity of staff in managing and reporting on special projects</li> <li>3. Develop clear policies for managing special projects and ensure that supporting budgets cover both institutional and staff participation</li> <li>4. Develop clear guidelines for internally generated funds and their use</li> <li>5. Restructure programme planning and scrutiny to align with strategic funding activities</li> <li>6. Review current structures and rates applied to fellowship dues</li> </ol>
<b>2. Strengthen the secretariat's capacity for income generation</b>	<ol style="list-style-type: none"> <li>1. Develop and implement guidelines for seeking competitive grants for research and consultancy</li> <li>2. Build staff capacity in grantsmanship</li> <li>3. Develop a clear payment schedule for membership dues required by international affiliates</li> <li>4. Develop efficient commercial solutions for the sale of publications to maximise returns</li> <li>5. Develop an attractive academy profile to support fundraising requests</li> </ol>
<b>3. Strengthen the budgeting and financial reporting process</b>	<ol style="list-style-type: none"> <li>1. Develop and train relevant staff on budgeting and financial reporting manual</li> <li>2. Provide budgeting and financial literacy training for all management roles</li> <li>3. Establish a clear policy for budget for institutional support</li> </ol>

## BRAND

We will be the institution of choice that empowers Ghanaians with transformative 21st century skills and knowledge through thought-leadership

### PERFORMANCE INDICATORS

*Increased patronage of our library*

*A lot more people contacting the Academy for solutions*

*Increased hits/views for our web materials*

*Greater public attendance of vuv lectures*

## Strategic Objectives



Deepen the Academy's involvement in the discourse of important national issues



Ensure effective alignment with the sustainable development goals



Prioritise communication as an enabler in the value chain of GAAS



Make our reference library service more attractive and relevant to researchers and students



Upgrade the ICT department to make it fit for purpose

**BRAND: Be the institution of choice that empowers Ghanaians with transformative 21st century skills and knowledge through thought-leadership**

STRATEGIC OBJECTIVE	KEY ACTIONS AND TACTICS
1. <b>Deepen the Academy's involvement in the discourse of important national issues</b>	<ol style="list-style-type: none"> <li>1. Develop a proactive approach for airing the Academy's views on relevant and topical national issues</li> <li>2. Develop strategic relationship with the Ghana Journalists Association</li> <li>3. Strengthen the institutional relationship with major media platforms</li> <li>4. Develop an effective means to get fellows to provide credible and consistent content for institutionalised press briefings</li> </ol>
2. <b>Ensure effective alignment with the sustainable development goals</b>	<ol style="list-style-type: none"> <li>1. Develop a brief on projects and activities linked to the specific SDGs.</li> <li>2. Identify platforms for international awareness of the Academy's contribution to global development</li> </ol>
3. <b>Prioritise communication as an enabler in the value chain of GAAS</b>	<ol style="list-style-type: none"> <li>1. Develop a framework for branding and communication</li> <li>2. Review the promotion and reach of the Academy's lifelong learning activities</li> <li>3. Build a strong social media team to manage the Academy's social media presence</li> <li>4. Create a designated communication office properly equipped and staffed</li> <li>5. Develop succinct abstracts and publish them before the lectures</li> <li>6. Prepare regular policy briefs on our lectures</li> <li>7. Establish a newsletter for the regular publication of the Academy's events</li> </ol>
4. <b>Make reference library services more attractive and relevant to researchers and students</b>	<ol style="list-style-type: none"> <li>1. Leverage affiliate Academy resources to build a strong repository of local and global resource material</li> <li>2. Employ a digital solution to widen student and researcher access to relevant reference material</li> <li>3. Display our publications in glass cases at the Academy premises</li> </ol>
5. <b>Upgrade the ICT department to make it fit for purpose</b>	<ol style="list-style-type: none"> <li>1. Conduct a comprehensive ICT audit for the Academy and present a report to the president of GAAS</li> <li>2. Develop a budget supported by relevant quotations or documentation and submit it for approval</li> <li>3. Develop an implementation plan including a backup plan to prevent disruptions</li> </ol>





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