

# VISION 2025



VALLEY VIEW  
UNIVERSITY

*Passing on a passion for excellence, integrity & service*

“Commit your work to the Lord,  
and your plans will be established”  
*Proverbs 16:3 (ESV)*

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## EXECUTIVE SUMMARY

Valley View University (VVU) upholds a Seventh-day Adventist philosophy of education which is Christ-centered. Under the guidance of the Holy Spirit, God's character and purposes can be understood in Jesus Christ, and in nature, as revealed in the Bible. The distinctive characteristics of Adventist education point to the redemptive aim of true education, which seeks to restore human beings into the image of God. To this end, VVU has over the years sought for a strategic position to be a leading center of excellence for value-based Christian Education, in the context of Excellence, Integrity, and Service. The institution is committed to attaining higher standards and expectations; train its members to value life that matches convictions with actions; and be willing to serve God and humanity in a selfless manner.

Vision 2025 hinges on the following seven (7) core functional areas:

1. Governance
2. Spirituality and Outreach
3. Teaching, Learning and Research
4. Human Resource Management and Development
5. Marketing and Communication
6. Information Technology Services
7. Infrastructure, Transport and Security
8. Finance

It is within this framework that the institution has sought to pursue the following eight-point agenda. These shall serve as the means to achieving the core functional goals during this quinquennium, ending in 2025:

- a) Motivate a mission-focus through mission-driven programs, incentives, and rewards
- b) Implement policies to ensure customer-centeredness and discipline
- c) Right-size academic programs, modes, and staff to enhance quality teaching and mentorship
- d) Expand non-core revenue generating units to provide 40% of operating budget
- e) Tighten internal controls to reduce waste and receivables
- f) Unite and encouraging cordiality among staff and students
- g) Raise funds through endowments and grants, and consolidating infrastructure
- h) Nurture a niche in technology and health

Vision 2025 is put together by various committees and individuals after careful assessment of the institution's strengths, weaknesses, opportunities, and threats. It is expected that each unit further develops yearly Programmes of Work (*see POW Grid*) and activity-specific Action Plans toward the realization of desired objectives. Due to the dynamics of present complex environments, performance will be evaluated and Vision 2025 reviewed annually. The institution's profound appreciation goes to all such persons whose efforts have brought this plan together. Stakeholders are all encouraged to support this plan toward the realization of desired outcomes.

May the Lord grant us wisdom, courage and strength as we work together for the progress of Valley View University!

Prof. Daniel Kwame Bediako  
*Vice Chancellor*

## HISTORY

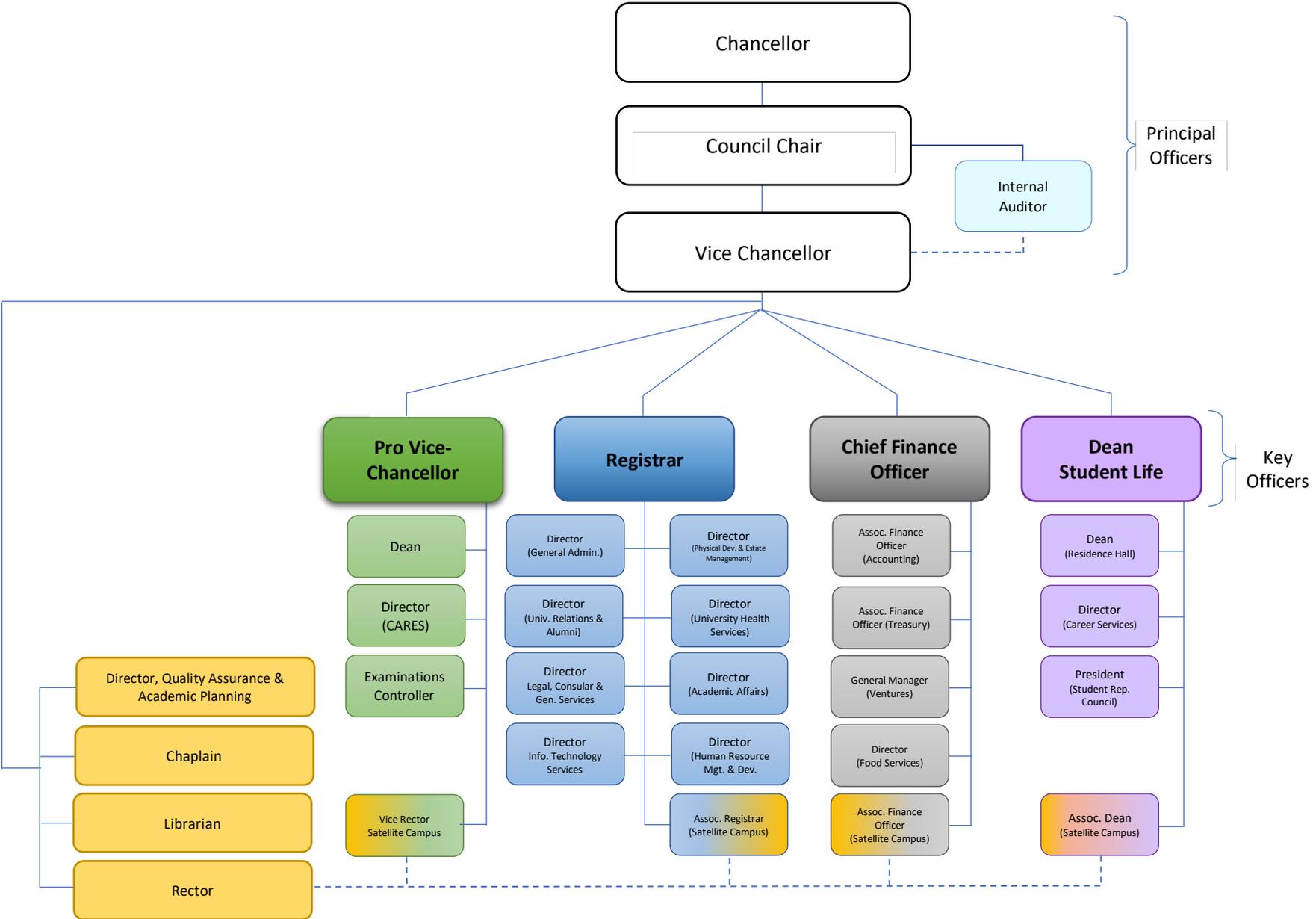
Valley View University traces its origin to Bekwai-Ashanti where the Adventist Ministerial College was established in 1979 by the then West African Union Mission of the Seventh-day Adventist Church. The College was transferred to Adentan near Accra in 1983 and renamed Adventist Missionary College.

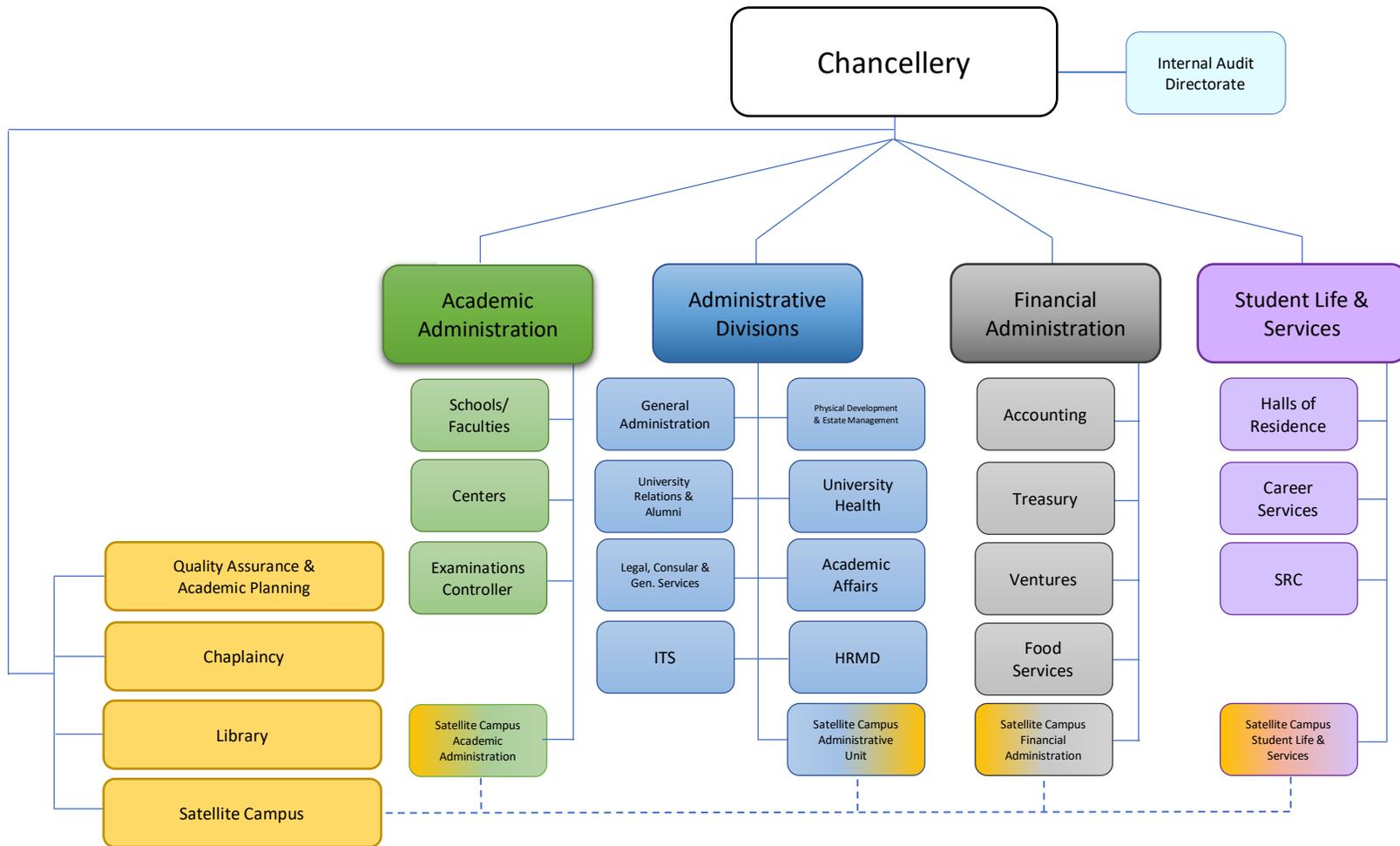
In 1989 the college was moved to a site near Oyibi (approximately 31 kilometers northeast of Accra) and renamed Valley View College. This location has served as the institution's main campus to date, and is characterized by serene atmosphere and hilly surroundings conducive for learning and living. In 2004, the Kumasi Campus took off, then Techiman Campus in 2009.

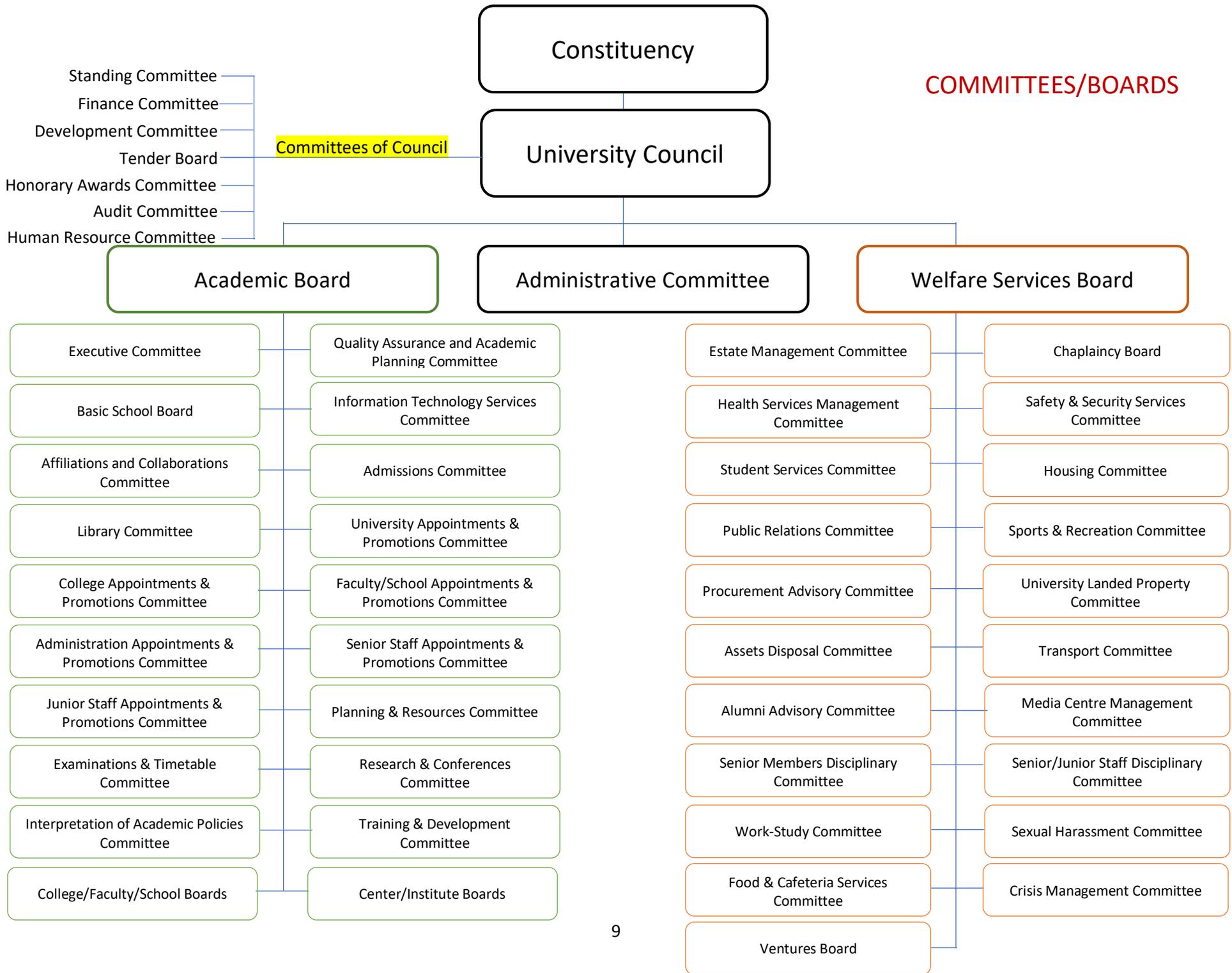
Since 1983 the Adventist Accrediting Association (AAA) has been conducting periodic evaluation of the institution. In 1995 the college was affiliated to Griggs University in Maryland, USA. In 1997, the National Accreditation Board in Ghana accredited the college as Ghana's first accredited private tertiary institution. In 2006, the charter to operate as autonomous University with the right to offer her own degrees was granted and presented by the President of Ghana, H. E. John Agyekum Kuffuor. The institution was accordingly named Valley View University.

Valley View University serves students around the globe. It admits qualified students who accept the university's Christian principles and lifestyle that constitute its foundations.

# STRUCTURE







## INSTITUTIONAL TENETS

### *Seventh-Day Adventists' Philosophy of Education*

Valley View University subscribes to the Seventh-day Adventists believe that God is infinitely loving, wise, and powerful. He relates to human beings on a personal level, presenting His character as the ultimate norm for human conduct and His grace as the means of restoration.

The institution recognizes, however, that human motives, thinking, and behavior have fallen short of God's ideal. Education in its broadest sense is a means of restoring human beings to their original relationship with God. Working together, homes, schools, and churches cooperate with divine agencies in preparing learners for responsible citizenship in this world and in the world to come.

Adventist education imparts more than academic knowledge. It fosters a balanced development of the whole person—spiritually, intellectually, physically, and socially. Its time dimensions span eternity. It seeks to develop a life of faith in God and respect for the dignity of all human beings; to build character akin to that of the Creator; to nurture thinkers rather than mere reflectors of others' thoughts; to promote loving service rather than selfish ambition; to ensure maximum development of each individual's potential; and to embrace all that is true, good, and beautiful (Adventist Accrediting Association, *Accreditation Handbook*, 2019, p. 3).

### *Vision*

To be a leading center of excellence for value-based Christian Education.

### *Mission*

To foster a harmonious development of the physical, intellectual, social, and spiritual faculties of the student and staff in a well-designed and sound learning and research environment for meaningful service to God and humanity.

### *Core Values*

Valley View University seeks to pass on a passion for Excellence, Integrity, and Service.

- *Excellence* – The commitment to attain higher standards and expectations.
- *Integrity* – A life that matches convictions with actions. Integrity encompasses honesty, authenticity and trustworthiness.
- *Service* – The willingness to serve God and humanity in a selfless manner.

## STRATEGY FRAMEWORK GRID

	Core Functional Area	Strategic Objective	TimeFrame				
			2021	2022	2023	2024	2025
1.	Governance VC	SO1: Empowerment					
		SO2: Regulations					
		SO3: Institutional Effectiveness					
2.	Spirituality and Outreach  <i>Chaplain</i>	SO1: Worship					
		SO2: Unity					
		SO3: Adventist Missions					
		SO4: Spirit-led					
3.	Teaching, Learning & Research  <i>Pro VC</i>	SO1: Academic Programmes					
		SO2: Teaching Resources					
		SO3: Research and Publications					
		SO4: Online School					
		SO5: Research Fund					
4.	Human Resource Management and Devt.  <i>Registrar</i>	SO1: Employee Retention					
		SO2: Employee Training & Devt.					
		SO3: Leadership Succession					
		SO4: Employee Welfare					
		SO5: Work-study Programme					
5.	Marketing and Communication  <i>UR Director</i>	SO1: Marketing and Branding					
		SO2: Internal Marketing					
		SO3: Digital Marketing					
		SO3: Corporate Social Resp.					
		SO5: Alumni					
6.	Information Tech. Services  <i>ITS Director</i>	SO1: ICT Services					
		SO2: In-house Software Devt.					
		SO3: Strategic Partnership					
		SO4: ITS Security					
7.	Infrastructure, Transport, & Security <i>Gen. Admin.</i>	SO1: Congenial environment					
		SO2: Sustainable environment					
		SO3: Transport					
		SO4: Campus Security					
8.	Finance  <i>Chief Finance Office</i>	SO1: Fund Generation					
		SO2: Controls					
		SO3: Endowment Fund					
		SO4: Ventures					
		SO5: Compliance					
		SO6: Student Investment Initiative					

\*SO: Strategic Objective

\*IWG-KPI: I Will Go – Key performance indicator

## GOVERNANCE

*Supervising to facilitate realization of expected outcomes. Responsibility: Vice Chancellor*

### *SO1: Empowerment*

*Enhance Council members' skills in effective institutional governance by June 2022*

Programmes

1. Orientation for council members.
2. Provide professional development training.

### *SO2: Regulations*

*Ensure availability and usage of unavailable operational documents by July 2022*

Programmes

1. Ensure availability of relevant operational documents.
2. Initiate yearly review of all such documents.

### *SO3: Institutional Effectiveness*

*Support institutional effectiveness through monitoring and appraising by June 2023*

Programmes

1. Promote awareness and appreciation of institutional tenets.
2. Synchronize campus-wide academic, financial, and human resource processes.
3. Supervise periodic performance evaluation of all units.
4. Encourage and monitor university-wide on-time reporting.



## SPIRITUALITY AND OUTREACH

*Create an environment that enhances pursuit of Christ-likeness in behavior and relationships.  
Responsibility: Chaplaincy*

### *SO1: Worship*

*Direct the community to appreciate the place of worship by January 2022.*

#### Programmes

1. Encourage appreciation of worship and prayer in classrooms and halls of residence.
2. Increase community interest and participation in worship activities (IWG-KPI 5.2).

### *SO2: Unity*

*Encourage the VVU community to build bridges that foster unity by July 2023.*

#### Programmes

1. Promote unity and cordiality among members of the community (IWG-KPI 6.2).

### *SO3: Adventist Missions*

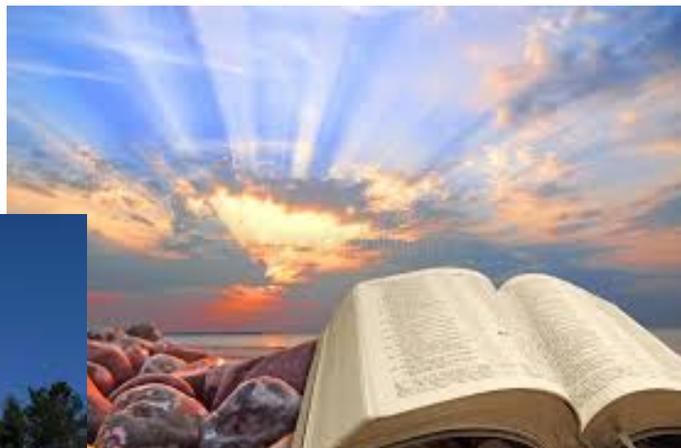
*Enhance outreach ministries by April 2022.*

#### Programmes

1. Establish Center for Adventist Missions.
2. Receive IBMTE endorsement for qualified faculty (IWG-KPI 4.2).
3. Engage students/staff in outreach activities – (IWG KPI 1.1).
4. Launch Church's outreach activities on various media platforms (IWG-KPI 7.3).
5. Encourage integration of faith and learning in service delivery.
6. Establish 'Dorcas' unit.

### *SO4: Spirit-led Objective*

*Holy Spirit-led objectives, defined as the Spirit leads (IWG).*



## TEACHING, LEARNING AND RESEARCH

*Promotion of excellence in research, teaching and learning of value-based Christian education.  
Responsibility: Pro Vice-Chancellor*

### *SO1: Academic Programmes*

*Offer highly competitive programmes by June 2025.*

Programmes

1. Introduce market-oriented **health and technology** programmes.
2. **Right-size academic** programs and modes.

### *SO2: Teaching Resources*

*Provide resources for effective teaching and learning by July 2024*

Programmes

1. Enhance teaching with adequate resources .
2. Increase capacity of libraries and laboratories.

### *SO3: Research and Publications*

*Create enabling environment for relevant research and publications by September 2023.*

Programmes

1. Encourage research and publications among academic staff during the period.
2. Establish additional peer-reviewed journals.
3. Publish community-oriented articles each semester.
4. **Establish a health research center.**

### *SO4: Online School*

*Reach students globally, through online education by June 2023.*

Programmes

1. Establish online school.
2. Introduce blended teaching/learning for appropriate programs.
3. Initiate exchange programmes and collaborations.

### *SO5: Research Fund*

*Establish a research support fund by December 2024.*



## HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

*Maintaining and managing qualified and satisfied workforce. Responsibility: Registrar*

### *SO1: Employee Retention*

*Recruit and retain adequate and relevant employees by December 2023*

#### Programmes

1. **Maintain the right employee size for each unit.**
2. Conduct yearly employee satisfaction survey and performance evaluation.
3. Discourage inappropriate exit of bonded employees.
4. **Enhance employee remuneration for competitiveness.**
5. **Launch employee recognition and reward scheme.**

### *SO2: Employee Training and Development*

*Establish a sustainable faculty training and development plan by December 2022*

#### Programmes

1. Keep onboarding schedules for newly employed staff.
2. Organize periodic employee training.
3. Initiate a focused development plan for denominational employees.

### *SO3: Leadership Succession*

*Develop and implement a leadership grooming and succession plan by June 2023.*

#### Programmes

1. **Strengthen** culture of leadership succession.
2. **Setup** automated human resource management system.

### *SO4: Employee Welfare*

*Establish a plan to support healthy employee life-style by June 2022.*

#### Programmes

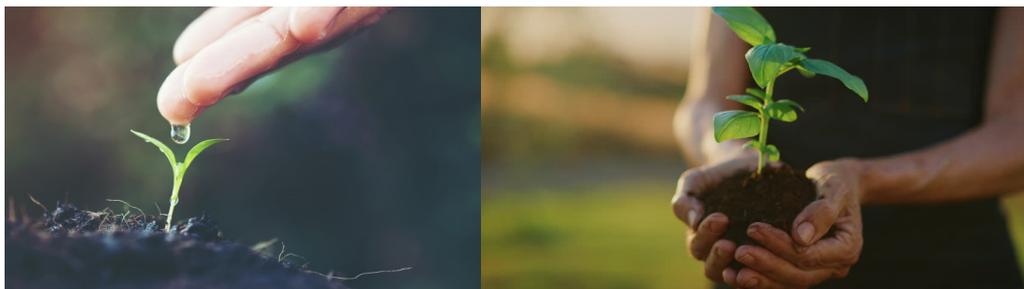
1. Monitor work schedules for appropriate counselling on work-life balance.
2. Promote recreational activities among employees for balanced health.
3. **Institute medical and child education benefits.**
4. Support graceful exit of retired staff.

### *SO5: Work-study Programme*

*Create enabling environment for student learning and skill acquisition by March 2022.*

#### Programmes

1. Encourage student interest and participation in the work-study program.
2. Increase full employment offers for work study graduating students.



## MARKETING AND COMMUNICATION

*Pursuing positive public image through effective promotion. Responsibility: Registrar*

### *SO1: Marketing and Branding*

*Augment efforts in communicating the institution's services and identity by January 2023.*

Programmes

1. Run targeted promotions.
2. Create database of stakeholder perceptions.
3. Communicate strong brand identity for the institution.



### *SO2: Internal Marketing*

*Improve upon service delivery, targeting human relations, by July 2022.*

Programmes

1. Improve customer-centeredness in service delivery.
2. Establish information/grievances unit.

### *SO3: Digital Marketing*

*Leverage on digital technologies to attract and engage stakeholders by December 2023.*

Programmes

1. Enrich the university's website for unique projection and identification.
2. Increase centralized presence on social media handles.

### *SO3: Corporate Social Responsibility*

*Initiate programmes to enhance the welfare of individuals and communities by June 2023.*

Programmes

1. Create awareness of pertinent community problems.
2. Offer solutions to community and individual challenges.
3. Embark on structured corporate philanthropy.
4. Employ cause-related marketing approaches to contributing to society.

### *SO5: Alumni*

*Augment and promote initiatives that capture alumni interests and support by September 2024.*

Programmes

1. Expand Alumni Database.
2. Increase alumni involvement in university-wide programs.



## INFORMATION TECHNOLOGY SERVICES

*Re-positioning to move University systems on relevant technological wheels. Responsibility: Registrar*

### *SO1: ICT Services*

*Enhance ICT resources in teaching, learning, and research by December 2023.*

#### Programmes

1. Improve availability of internet services.
2. Provide support for the running of virtual schools.
3. Increase employee training in online services.

### *SO2: In-house Software Development*

*Initiate in-house software development by June 2023.*

#### Programmes

1. Develop software applications in-house.
2. Re-design iSchool to support all units.
3. Have non-platform dependent systems.



### *SO3: Strategic Partnership*

*Expand strategic partnerships with prominent IT institutions by June 2024.*

#### Programmes

1. Partner with Google for network and software infrastructure support.
2. Collaborate with Microsoft for software development.
3. Pursue partnership with IT vendors for product exhibitions.

### *SO4: ITS Security*

*Secure infrastructure and data from internal and external sources by December 2023.*

#### Programmes

1. Authenticate all computing devices on VVU network.
2. Increase secured access to VVU data.
3. Institute external and internal data backup mechanism.



## INFRASTRUCTURE, TRANSPORT, AND SECURITY

*Regularly maintaining physical facilities and providing order and safety. Responsibility: Registrar*

### *SO1: Congenial environment*

*Keep a congenial environmental development by June 2023.*

#### Programmes

1. Initiate and maintenance plan.
2. Consolidate campus-wide infrastructural development.

### *SO2: Sustainable environment*

*Enhance sustainable environmental development by June 2023.*

#### Programmes

1. Re-activate and expand ecological installations.
2. Seek collaborations with ecological partners.

### *SO 3 Transport*

*Enhance transport services by December 2022.*

#### Programmes

1. Draw vehicle maintenance plan for effective service.
2. Keep working vehicles ready and functioning.



### *SO4: Campus Security*

*Improve upon orderliness and campus safety by December 2022.*

1. Initiate a programme to enhance community awareness of security issues.
2. Embark on community adherence to applicable rules.



## FINANCE

*Mobilizing and managing financial resources for smooth operations. Responsibility: Chief Finance Officer*

### SO1: Fund Generation

*Mobilize adequate funds to support yearly budgets by July 2023.*

#### Programmes

1. Initiate additional income generation strategies.
2. Facilitate units on income generation activities.



### SO2: Controls

*Reduce waste through appropriate control systems for effective financial management by June 2022.*

#### Programmes

1. Establish unit-level control systems.
2. Initiate system to reduce receivables.
3. Synchronize finances of all campuses.
4. Obtain favorable financial ratios (*Working Capital, self-support, current ratio, liquid assets to commitment*).

### SO3: Endowment Fund

*Promote initiatives that capture interests and financial support of benefactors by July 2023.*

#### Programmes

1. Launch endowment fund to augment finances.
2. Initiate fundraising activities for student support and capital development.
3. Embark on university-wide fundraising activities.

### SO4: Ventures

*Restructure and expand ventures to support University operations by July 2021.*

#### Programmes

1. Organize venture units into full commercial entities.
2. Expand revenue generating units to support operating budget during the period.

### SO5: Compliance

*Achieve unqualified audit and standard compliance by June 2022.*

#### Programmes

1. Strengthen Internal Audit unit.
2. Improve on-time implementation of audit recommendations.

### SO6: Student Investment Initiative

*Improve student skills in personal financial management by December 2022.*

#### Programmes

1. Create on-campus investment opportunities for students.
2. Provide financial literacy education for students.
3. Enhance elongated attachment opportunities for students.
4. Encourage student entrepreneurial skills.



**Note**

Vision 2025 *implementation* shall follow clearly drawn and communicated *Programmes of Work (POW)* and *Action Plans (AP)*. These two grids are intended to ensure some level of accuracy in financial planning. Yearly review of Vision 2025 is recommended.

CFA: (eg. SPIRITUALITY AND OUTREACH)								
SO 1								
Programme (What)	Action – Priority Area	TimeLine (When)				Responsibility (Who)	PI (Perf. indicator: Name/Value)	MoV (Means of Verification)
		J-M	A-J	J-S	O-D			
1.	a.							
	b.							
2.	a.							
	b.							
	c.							

SO 2								
Programme (What)	Action – Priority Area	TimeLine (When)				Responsibility (Who)	PI (Perf. indicator: Name/Value)	MoV (Means of Verification)
		J-M	A-J	J-S	O-D			
1.	a.							
	b.							

SO 3								
Programme (What)	Action – Priority Area	TimeLine (When)				Responsibility (Who)	PI (Perf. indicator: Name/Value)	MoV (Means of Verification)
		J-M	A-J	J-S	O-D			
1.	a.							
2.	b.							
3.	c.							
4.	d.							
5.	a.							
6.	a.							

SO 4								
Programme (What)	Action – Priority Area	TimeLine (When)				Responsibility (Who)	PI (Perf. indicator: Name/Value)	MoV (Means of Verification)
		J-M	A-J	J-S	O-D			
1.	a.							

\*Exhaust One (1) Strategic Objective (SO) at a time.

**ACP (Action Plan – Specific Activities for each ‘ACTION’ Under POW)**

**CFA: (eg. SPIRITUALITY AND OUTREACH)**

**SO1:**

**Programme 1:**

Action (from POW)	Activity	Date	Responsibility	Venue	Cost (GHc)
a.					
b.					

**Programme 2:**

Action (from POW)	Activity	Date	Responsibility	Venue	Cost (GHc)
a.					
b.					
c.					

**SO2:**

**Programme 1:**

Action (from POW)	Activity	Date	Responsibility	Venue	Cost (GHc)
a.					
b.					

**\*Exhaust One (1) Programme at a time.**

*Add as many activities as needed to complete a specific programme. Each activity's TimeLine is dependent on TimeLine for other activities. It is not advisable to have same TimeLine for all activities, unless different individuals are made responsible for different activities.*

## POW (Programme of Work Grid)

### **Programme** – *How do we get there?*

*Purpose:* This stage breaks large tasks (Strategic Objectives) down into smaller components (Programmes). List the programmes each unit will undertake to achieve Strategic Objectives. It is possible to have more than one programme for each Strategic Objective.

### **TimeLine** – *When do we expect to get there?*

*Purpose:* Indicate when the unit expects to have a specific 'Programme' completed. You're at liberty to insert when you expect to begin a programme in the grid. Determine which programmes require other programmes to be completed before they can begin (or progress). Allocate specific timeframe to each programme. Be mindful of workload. Complete the timeframe and responsibility tasks simultaneously.

### **Responsibility** – *Who helps us get there?*

*Purpose:* Identify who is responsible to coordinate and supervise an action to its completion. Who is responsible in your department for each **Programme**? Allocate responsibilities to particular positions or committees rather than to specific persons. Do not overload. Work will not be completed if assignments of responsibilities goes beyond capabilities. To prevent work overload, complete TimeLine and Responsibility simultaneously.

### **PI** (Performance Indicators) – *How do we know we are there?*

*Purpose:* For the purpose of monitoring, evaluating, and performance measurement, indicate expected results after programme completion. What will be different if each **Programme** is completed? What will exist that didn't exist before a **Programme**, or what would have changed? Be specific (SMART) and factual. What can be demonstrated. Indicate both *Performance Indicator Name* (PIN) and *Performance Indicator Value* (PIV). A good performance indicator is well **defined** and **measured** (eg. *increase in student enrollment [PIN] by 2% [PIV]*).

### **MoV** (Means of Verification) – *What tells us we are there? Name the report/pictures.*

*Purpose:* Name sources that provide information on completed actions. Be specific in naming these sources. If reports, indicate the names of such reports.

## Contact

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