

# UPSA

OFFICIAL NEWSLETTER OF THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA

VOLUME I ISSUE 3



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# Let's Make UPSA the Preferred Brand

From the Vice-Chancellor

During my investiture last year as the second Vice-Chancellor of UPSA, I acknowledged the visionary leadership of my predecessor, Professor Joshua Alabi, and the successes attained during his tenure. I also thanked the University Council for the confidence reposed in me.

In my speech, I outlined the vision of my tenure under four broad strategic goals which I would like to share with you. These are:

## 1. Enhancing Institutional Image and Environment

We will develop strategies to deepen the process of making UPSA a professional and entrepreneurial university. We at UPSA are noted for thinking outside the box and this will continue to be our hallmark. To this end, we will continue to meet industry needs through the design and pursuit of demand-driven programmes. Furthermore, all infrastructural development projects will be completed to create a serene learning environment that is conducive for teaching and learning. We will also embark on aggressive and innovative marketing strategies to promote the University and its activities as well as work towards enhancing the University's international ranking.

## 2. Improving Institutional Effectiveness

We will continue to enhance institutional effectiveness by leveraging ICT resources for quality academic delivery. To this end, the Information Services and Technology Directorate and the Quality Assurance Directorate will be mandated to ensure the continual development and usage of the UPSA Learning Management Systems (LMS) by all faculty members. A database for teaching and learning resources will be created. The recruitment and retention of highly qualified academic staff with the right attitude will continue so as to reduce student-staff ratio. The effectiveness of teaching and learning will also be improved through the adoption of the Teaching and Learning Outcome Deployment

tool (TLOD). The Quality Assurance Directorate will be empowered to do in-depth monitoring and evaluation of teaching and learning.

## 3. Promoting Research Enterprise

Promoting relevant research enterprise will be a key defining goal of my leadership. Faculty members seeking promotion will be mandated to publish in only indexed journals. As a way of motivating faculty, we will reward staff who publish in ranked journals. Furthermore, the University's national and international research presence will be vigorously pursued. The academic dictum "publish or perish" will not be a cliché but a transforming agenda to be vigorously pursued.

## 4. Competing In the Global Higher Education Environment

Currently, UPSA is a member of the prestigious Accreditation Council for Business Schools and Programmes (ACBSP) based in the United States of America. We will enhance membership of international associations and accreditation bodies. The University will continue to establish links with world-class universities to broaden our perspective and to enhance mutual learning and research.

Finally, we will invest in staff training and development and create a culture of institutional ownership. The shared values of UPSA namely; integrity, respect, and service will continue to be our watchwords.

Now is the time to roll up our sleeves – as students, faculty, staff, alumni and all stakeholders and friends of UPSA, as we work together to attain the goals we have set for ourselves in moving UPSA forward. I am therefore counting on you to assist in making UPSA the preferred brand.

Thank you.

**Prof. Abednego Feehi Okoe Amartey**

**Cover Photo:** The Doctorate Degree Awardees and dignitaries. L-R: Prof. Mohammed Salifu, Executive Director NCTE; Dr. Ohene-Konadu, Chairman of Council; Dr. Nii Kotei Dzani; HRM Drolor Bosso Adamtey I, Chancellor; Hon. Alban Bagbin; Hon. Osei Kyei-Mensah-Bonsu; Prof. Abednego Amartey, Vice-Chancellor.



# UPSA GETS NEW GOVERNING COUNCIL

**T**he Minister for Education, Dr. Matthew Opoku Prempeh has sworn-in 14 distinguished persons to serve on the Governing Council of the University of Professional Studies, Accra.

The Council would be responsible for the governance and implementation of the policy direction of the University to achieve its vision of becoming a world-class university.

Addressing the Council Members after the swearing-in ceremony, The Minister said that their appointment by the President was based on a number of reasons including integrity, sense of duty, experience, contributions to public service and their knowledge of the Tertiary Education landscape in

Ghana. He therefore urged the new Council to enhance the implementation of the aims of the University; determine its strategic direction and monitor and evaluate policy implementation. He also admonished the Council to promote income-generation activities as part of the University's programme; and determine the allocation and proper use of funds.

"It is the expectation of Government that your leadership would be one that proposes workable solutions to the issues confronting UPSA ... that would ultimately help the University achieve its goal and provide expanded access to high quality business, management and financial education," he said.

## The full list of Members of the Governing Council are as follows:

Name	Status
Dr Kofi Ohene-Konadu	Chairman
Prof. Abednego F. Okoe Amartey	Vice-Chancellor
Mr. Maxwell Donkor	Government Nominee
Prof. Kwame Frimpong	Government Nominee
Ms. Akyaa Afreh Arhin	Government Nominee
Mr. Nii Adotei Abrahams	Representative of NCTE
Nana E. C. Acquah	Representative of CHASS
Mr. Kwabena Agyekum	Representative of Professional Bodies
Mr. John Selorm Kwame Agbenyo	Representative of Convocation
Ampem Darko Aniapam	Representative of UTAG
Dr. John Kwaku Mensah Mawutor	Representative of UPSA Alumni
Mr. Israel Nyatuame	Representative of TEWU
Ms. Dorcas Oye Haywood Dadzie	GRASAG President
Mr. Justice Gadugah	SRC President

## In Attendance

Prof. Charles Barnor	Pro-Vice-Chancellor
Dr. Seidu M. Mustapha	Registrar/Secretary
Rev. J. K. Antwi	Director of Finance

# UPSA 9<sup>TH</sup> CONGREGATION & SPECIAL CONGREGATION CEREMONIES

UPSA held its 9<sup>th</sup> Congregation and special Congregation ceremonies on Saturday, 12<sup>th</sup> August, 2017. The theme for the event was “Celebrating Professional and Scholarly Excellence for Accelerated Nation Building”. The Chancellor, Drolor Bosso Adamtey I, presided over the ceremony and conferred various degrees and diplomas on a total of 4,007 graduands. He advised the graduating students to be innovative in order to create opportunities for themselves and others.

The Vice-Chancellor, Prof. Abednego Feehi Okoe Amartey congratulated the graduands and also appealed to the government to allow public universities to keep the entire 100% of the Internally Generated Fund. He explained that this would facilitate the smooth functioning of the universities in order to produce the needed manpower for the nation's socio-economic development.

During the Congregation, the University conferred Honorary Doctorate degrees on three distinguished persons. The awards are in recognition of their outstanding contributions to society and achievements in the field of public service and business. The distinguished persons are:

**1. Hon. Osei Kyei-Mensah-Bonsu** – Minister of Parliamentary Affairs, Majority Leader and Member of Parliament for Suame Constituency.

**2. Hon. Alban Sumana Kingsford Bagbin** – Second Deputy Speaker of Parliament and Member of Parliament for Nadowli-Kaleo Constituency.

In recognition of their outstanding contributions and commitment to the cause of shaping Ghana's



democracy and legislative practice and procedures, the University conferred on them DOCTOR OF LAWS, honoris causa, LLD, h.c.

**3. Dr. Nii Kotei Dzani** – President of Groupe Ideal, Philanthropist, and distinguished Alumnus of University of Professional Studies, Accra. In recognition of his sterling achievements and invaluable contribution to public life demonstrated through his entrepreneurial sagacity, the University conferred on him DOCTOR OF BUSINESS, Honoris Causa, D. Bus, h.c.

The Congregation was well attended by a number of distinguished guests including Ministers of State, Members of Parliament, traditional leaders, distinguished guests, staff of UPSA and other sister universities as well as family and friends of graduands. ■





## FACULTY OF LAW ORGANISES MAIDEN CONFERENCE



Dr. Matthew Opoku Prempeh, Minister of Education opening the Conference on behalf of the President of Ghana

INSET: Participants at the Conference

**T**he UPSA Faculty of Law organised its maiden conference on the theme, "Ghana at 60: Evolution of The Law, Democratic Governance, Human Rights and Future Prospects." The event which coincided with Ghana's sixtieth anniversary celebrations was held from 9-10 March 2017.

The conference provided a platform for Ghanaian academics, scholars, researchers, human rights activists, practitioners, policy makers, and opinion leaders to discuss issues related to governance and the law within the Ghanaian context. It further

featured papers as well as poster presentations on various topics related to the overarching theme. The conference also promoted greater collaboration and dialogue among the various stakeholders, drawn from the academic community, the Executive branch of Government, Parliamentarians, the Judiciary, and Civil Society.

At the end of the two-day conference, a resolution was adopted covering a wide range of issues. The widely circulated resolution is also published in this edition. ■



Prof. Akua Kuenyehia, Former Judge of ICC and Chairperson for the occasion flanked by (L-R): Prof. Albert Puni, Dean, Faculty of Mgt. Studies; Prof. Kwame Frimpong, Dean Faculty of Law; Prof. Emeritus S. O. Gyandoh Jr. (in White Gown) Keynote Speaker; The VC, Prof. Amartey; Dr. Seidu Mustapha, Registrar; and Prof. Charles Barnor, Pro-VC



# SPEECH BY PRESIDENT NANA AKUFO-ADDO



H. E. Nana Addo Dankwa Akufo-Addo  
President of the Republic of Ghana

deliberations will prove useful and contribute to the growth and development of Ghanaian law, in particular and the nation as a whole.

Madam Chair, Ghana has come a long way since Independence, in our quest towards entrenching the rule of law, democratic governance and human rights as part and parcel of our national fabric. From the Post-Independence era where the courts famously acquiesced in the perpetration of injustice on the people by an overbearing Executive, through numerous military interventions, and finally to the longest period of civilian rule in the nation's history, our law has evolved and adapted to the changing times and circumstances. Unfortunately, our laws have not always addressed the needs of the people, and all too often have been reactionary rather than being proactive. Law, they say is the fuel that oils the engine of a nation; and as such I believe that it is time for us as a country to take stock of where we have come from, where we are now, and where we want to go in the future. Since law plays such a critical and integral part in the development of all modern States, it is appropriate and necessary that from time to time

we reflect on our past, especially taking note of what we got and must have done wrong, in order to formulate laws and policies that will shape our future destiny, and secure for us and posterity the blessings of liberty, equality of opportunity and prosperity - as the Preamble to our present Constitution admonishes us so to strive.

*"There is a democratic governance deficit, which we must work tirelessly to overcome even as we mobilize for the future of the country"*

It gives me great pleasure to have been invited to be the Special Guest of Honour and to deliver an address on the occasion of this timely legal conference, commemorating Ghana's 60th birthday celebrations. My own background as a legal practitioner and an advocate of human rights, the rule of law and democratic governance over the decades is not lost on me as I celebrate this momentous occasion with you. Indeed, the theme and the occasion evoke many memories from my political and professional journey, many of which are joyous and humbling. I thank God Almighty for the opportunity to be a part of this country's quest for democratic sustenance.

The theme of this conference: "Ghana @ 60: Evolution of the Law, Democratic Governance, Human Rights and Future Prospects" is in line with the overall theme of the diamond jubilee celebrations of our dear country. I must therefore commend the Faculty of Law of the University of Professional Studies, Accra (UPSA) - the newest and youngest Law Faculty on the Ghanaian legal education landscape - for taking the initiative in organizing this conference. I sincerely believe the

Madam Chair, Ghanaian law has gone through several phases of development since Independence. Every era of our constitutional and legal evolution has contributed immensely towards the overall output and identity of our legal system. For example, it was during the First Republic that laws like the Criminal Code, Criminal Procedure Code, Companies Code, Legal Profession Act and Sale of Goods Act were enacted. Similarly, during the Second Republic, important legislation like the Chieftaincy Act of 1971, the Matrimonial Causes Act and the Wills Act were all passed. In the Third Republic, the National Board for Small Scale Industries Act was also enacted. And in this Fourth Republic of ours, we continue to promulgate laws

that continue to advance the frontiers of our legal development.

However, our failures have been well documented in recent times. For example, the criminal justice system is in need of fundamental reform if it is to achieve its overarching purpose. The remand prisoner problem, for instance, has bedeviled the administration of justice for far too long, and it is about time we took decisive action to end this vicious cycle once and for all. Some proposals for reform have therefore been made, including the introduction of non-custodial sentences i.e. the institutionalization of a community service program for some petty offences, which will serve the dual purpose of providing the appropriate punishment for an offence, and getting some public good out of the service that will be required of the convict. My government will closely consider these, and all the other proposals that have been advocated for over the years, and fashion out a policy framework that will lead to the complete overhaul and reformation of the criminal justice system of Ghana.

Madam Chair, another area of our law over which we must all bow down our heads in collective shame, is our failure to hold public office holders to account, especially as it relates to corruption. Corruption, undoubtedly therefore, remains the bane of the economic development and progress of our dear nation. The proliferation of corrupt public officials for example, has severely weakened the legitimacy, effectiveness and efficiency of State institutions, and most importantly destroyed the trust relationship that must exist between the Government and the people. It is not surprising therefore that Ghanaians are increasingly distrustful of Government and State institutions.

Sadly, corruption is merely categorized as a misdemeanour by virtue of section 239 of the Criminal Offences Act, 1960 (Act 29). As I have always noted, and I will reiterate here -public service is just what its name suggests: public service. It is therefore not a place for one to illegally enrich one's self at the expense of the country, and my government will not tolerate or countenance such criminal conduct from public office holders. In that regard, the legislative reform agenda of my government includes the amendment of section 239 of Act 29, to make corruption and other related offences a felony, rather than the mere misdemeanour, that it currently is.

Madam Chair, the seriousness of corruption and its devastating impact on the country, its economy and its future prosperity, also warrants institutional reform in addition to the aforementioned legislative

reform if we are to fully eliminate this canker from our national fabric. To this end, as I have already stated publicly, it is the intention of my government to establish an Office of The Special Prosecutor (OSP), which will be truly independent, and break the monopoly of prosecutorial authority currently exercised by the Attorney-General. The OSP will therefore be responsible for initiating, investigating and prosecuting cases of, corruption involving public office holders, breaches of the Public Procurement Act, the Financial Administration Act etc. It is my fervent belief that, such a move will play no small part in vigorously fighting corruption; because it is incumbent upon us and imperative that we root out corruption in this country by nipping it in the bud once and for all.

Whilst we are on the issue of corruption, I cannot gloss over the fact that two years ago, our legal system was rocked with a corruption scandal of enormous proportions. The 2015 Judicial Service Corruption scandal, in no small measure, has further weakened the legitimacy of our court system, and rendered the courts and our judges the butt of jokes. However, we must use that experience to strengthen our judiciary by ensuring that the independence that is granted it by the Constitution is actually realized.



Kwaku Agyeman-Badu, SJD Candidate, Fordham Law School, New York, USA speaking during a preliminary session

Our commitment to ensuring the integrity and independence of the judiciary should not be seen to be wavering especially during these trying times; rather we must all work to improve upon the working conditions of service of our judges, and motivate them with incentives which will enable them deliver on their mandate, effectively and in an efficient manner.

Madam Chair, in terms of democratic governance, Ghana has been the toast of the international

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# UPSA UNVEILS BUSTS AND COMMISSIONS BUILDINGS

The University has unveiled busts and the names of buildings in honour of distinguished former Directors, Chairmen, and Registrars of the University to commemorate their work and contributions towards the growth of the institution.

From its inception as the Institute of Professional Studies until the early 2000s, there were only two main buildings on the campus. Thankfully, by dint of hard work by the University's governing bodies, leadership and staff, especially, the first Vice-Chancellor, Prof. Joshua Alabi, the campus has seen significant improvement in infrastructure development. Now, there are many state-of-the-art buildings namely; a full-functioning medical clinic, various lecture blocks, a central administration building, student hostel, lecturers' offices and a five-storey library complex.

At a brief ceremony to commission the buildings and busts, the Vice-Chancellor, Prof. Abednego Amartey stated that it was important for all the buildings on campus to be named after former heads of the institution as well as all those who played key roles in making the institution what it is today. "This event is also to honour persons not only on account of their relationship with the University, but also to serve as an example, for all to emulate -- honouring the heroes and trail blazers of our country.

The Registrar, Dr. Seidu Mustapha read the names of the honourees and led the participants on a campus tour to show the busts and the named buildings.

The honourees and their family members expressed sincere gratitude to the University for the honour done them.





We publish the names of the honourees below:

### Busts

Nana J.K. Opoku Ampomah	-	Founder and First Director of the Institute of Professional Studies (IPS)
Ms Theresa Andah	-	First Director appointed by Government (1977-79)
Mr. J.B. Buamah	-	Director, IPS (1980-1993)
Mr. E.A.K. Arkorful	-	Director, IPS (1993-2001)
Rev. Fr. J.J.M. Martey	-	Director, IPS (2001-2003) Rector, IPS (2003-2008)
Prof. Joshua Alabi	-	Rector, IPS (2009-2012) First Vice-Chancellor, UPSA (2012-2016)

Names on buildings	Position
Nana J. K. Opoku Ampomah	Founder (1967) First Director (1977) - Central Administration Block
Mr. W.B. Dapaah	Lecturer, IPS (1986-87) Executive Secretary, IPS (1988-2000) First Registrar, IPS (2000-2010) - South Wing (Central Administration Block)
Mr. Ewun-Toma	First Board Chairman, - Clinic (Medical Centre)
Mr. Idris Egala	Chairman of Council (2001-2009) - Graduate School
Rev. Fr. J.J.M. Martey	Director, IPS (2001-2008) - Academic Wing Complex
Mr. Justice Nii Aryeetey	Chairman of Council (2009-2016) - Lecture Block Complex
Ms. Theresa Andah	First Director appointed by - Government (1977-1979) - Club House
Prof. Joshua Alabi	Rector, IPS (2009-2012) First Vice-Chancellor, UPSA (2012-2016) - Library Complex
Dr. Seidu M. Mustapha	Registrar (2010 to date) - North Wing (Central Administration Block)

community since our Fourth Republican journey begun some twenty odd years ago in January 1993. It is no mean feat therefore, that on a continent that has been historically characterized by political instability, dictatorships and military overthrows of civilian governments, Ghana remains an oasis of hope. Indeed, our relative political stability which has witnessed the peaceful transfer of power from one political party to another of a different ideological persuasion on three occasions (2001, 2009 and 2017), must be celebrated as a great achievement of the Ghanaian people.

*“I pray for prudence, circumspection and diligence, as you continue to train the next generation of legal professionals, and push the legal reform agenda through cutting-edge research and scholarship.”*

Even though we celebrate and bask in the glory of our achievements in the field of democratic governance, we must however pause to reflect on some of our shortcomings. For example, our economic progress over the past decade or so has not been commensurate with our democratic gains. In short, there is a democratic governance deficit, which we must work tirelessly to overcome even as we mobilize for the future of the country - this sixtieth year of our independence. In order to do this, we must rededicate ourselves to the principles and ideals of our founding i.e. freedom and justice. As I have already noted, public confidence in State institutions has slowly withered away into oblivion these past few years. The onus is therefore on us to win back the trust and confidence of the people, for whom we are called upon to serve. I therefore pledge to do my bit as President, by consolidating our democratic governance gains, and working around the clock to revive our economy to bring it at

par with our enviable democratic governance status.

Madam Chair, with regard to the rule of law and human rights, even the harshest of critics will acknowledge that Ghana has made great strides in these areas; for there was a time in the political and legal history of our dear country, when absence of the rule of law, non-recognition of fundamental rights and freedoms, and sheer impunity reigned supreme. Fortunately, our present Constitution has been unequivocal in its guarantee of the rule of law and human rights, and has played a critical role in securing the freedoms and liberties of all Ghanaians. Thus, the fundamental tenets of the rule of law - supremacy of the law; equality before the law; and equal protection of the law are deeply entrenched in the Constitution, the latter two forming part of the human rights corpus, which have metamorphosed into a part and parcel of our human existence.

As we mobilize for the future of Ghana - this sixtieth year of our independence, I see prosperity on the horizon. I therefore charge the legal profession to continue to be the beacon of hope that it is, and the heart and soul of our governance machinery. To the Bench, I pray for wisdom, and hope that you remain steadfast in your resolve to dispense justice fairly, equitably and without fear nor favour; and continue to advance the frontiers of our law. To the Bar, I pray for knowledge and understanding, that you will continue to represent and further the interests of your clients and that of the legal system at all times, through your works and deeds. And finally to the Faculty, I pray for prudence, circumspection and diligence, as you continue to train the next generation of legal professionals, and push the legal reform agenda through cutting-edge research and scholarship.

In conclusion, I once again congratulate the Faculty of Law, University of Professional Studies, Accra (UPSA) and particularly its Founding Dean, Professor Kwame Frimpong, for putting together this timely legal conference of Ghanaian scholars. I have no doubt in my mind that the presentations, discussions and exchange of ideas that will take place between today and tomorrow will go a long way in shaping the legal landscape of the country, as we mobilize for Ghana's future. I wish you fruitful deliberations. God bless you all, and bless our homeland Ghana.

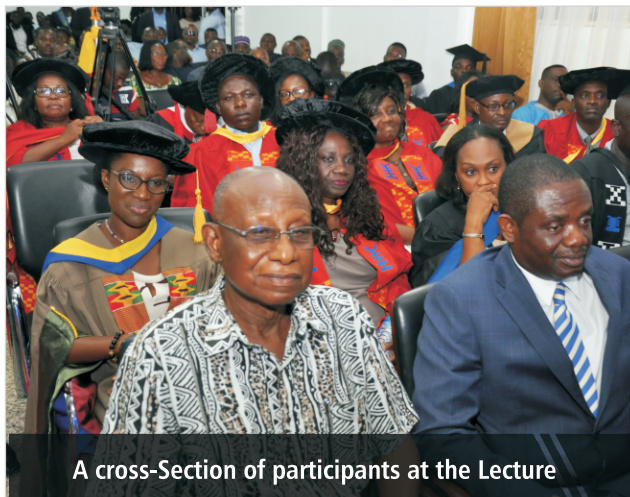
Thank you. ■

# MAIDEN INAUGURAL LECTURE

**W**hy do we have more universities, more graduates and yet more unemployment? Why do the majority of our higher education institutions continue to use western textbooks with western theories? Why do we not have a vaccine for Malaria yet? Where are the African Scholars and graduates? Has God really forgotten Africa? Is society really benefitting from higher education in Ghana? I believe that our destiny rests in our own hands. As long as we continue to use someone else's theories to teach our youth, the differences in value systems between our culture and those embedded from the theories will never allow us to advance beyond our current understanding. But can higher education be used to address these concerns? What do we expect from higher education in Ghana? Do we know it? How do we judge the quality of something we are not sure what its intended purpose is? How do we judge quality of higher education in Ghana?

It is against this background that the topic, "Quality of Higher Education" is considered imperative, particularly in the wake of the ongoing debate on perceptions and expectations of the general public on quality of graduates from institutions of higher learning in Ghana. Questions about the role of policy makers, accreditation agencies and the academic institutions in the quality equation has come up. This lecture discusses this issue from the perspectives of all the key stakeholders.

Industry and employers contend that graduates from higher education institutions in Ghana are not suited to the needs of industry and the labour market. Industry observes that graduates do not possess the



A cross-Section of participants at the Lecture



requisite competences, skills and attitudes needed to function effectively in the workplace. Academics on the other hand argue that the essence of higher education is to produce "learning" people, with general knowledge that enable them to deploy their intellectual capabilities in the needed fields of endeavor. The duty and responsibility of academics is therefore not to produce "learned" graduates tailor made for specific organizations. Academics further argue that it is the responsibility of the employer to train and provide the specific skills required in that organization.

Students however expect that the qualification acquired upon graduation should land and secure them a job. For the student, the expectation is, "earn a qualification, get a job". While there is no readily available data on graduate employment or unemployment, anecdotal evidence indicates that a large number of graduates from the higher education institutions in Ghana are unemployed with some employers arguing that they prefer graduates educated abroad to those educated locally, because those educated abroad tend to possess skills and attitudes that the Ghanaian graduates do not exhibit.

Do these conflicting positions suggest a quality gap in the higher education system in Ghana, if so what quality gap are we confronted with? A quality Gap 5 or Gap 7? I explore these issues using the four dimensions of quality of higher education namely "Relevance, Recognition, Functionality and

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Comparability” and the four approaches for assuring quality, namely the input, process, output and outcome.

The lecture presents an interrogation of the Quality Assurance (QA) system for higher education in Ghana, using a rhetoric, meta-analytic and heuristic approach, based on work done in the field of QA in Higher Education so far. The methodology employs a combination of thematic and textual narrative synthesis. How I wish I could say this in very simple language, but if I did I am not academic enough. I present an academic language, and that language if it has value at all only makes meaning to the academics in reading this abstract not to society. This is a typical example of the Gaps I am talking about.

The lecture seeks to present a description of the Higher Education Quality Assurance system in Ghana and discuss its strengths, opportunities for improvement and finally some policy implications and recommendations for improvement.

The lecture reviews and synthesizes the concept and purpose of higher education from the perspective of (a) Policy Makers, (b) Regulators, (c) Industry, (d) Students, and (e) Institutions. Specifically, the presentation addresses two research questions: (a) What is Quality Assurance of Higher Education in Ghana? Is there a real or perceived quality gap in the higher education system in Ghana? If so what gap is it? The lecture draws largely on five of my selected studies conducted in the field of quality assurance in Higher Education both independently and collaboratively with a comprehensive search of literature published between 2006 and 2016 relevant to the topic under consideration.

Quality Gap 5: Is the discrepancy between customers' expectations and their perceptions of the service delivered. This normally results from the influences exerted from the customer side in respect to customer Expectations, Requirements and Needs and the shortfalls (gaps) on the part of the service provider. Here the customer refers to employers and society and what they expect from higher education, while the student is considered the client to whom the service providers (Universities) provide the service directly. The shortfall is therefore considered from the perception of the difference between what the customer (employers, the labour market) expect, what they get and what Higher Education believe

they should be offering the labor Market.

Quality Gap 7: Is the discrepancy between employee's perceptions and management perceptions as a result of the differences in the understanding of customer expectations between managers and service providers. Managers in this context refer to the policy and regulatory bodies (MOE, NCTE, NAB, NDPC, MoL, MOST) while the Universities are service provider. The questions are:

What do the managers (policy and regulatory bodies) consider as quality of higher education is and what the university says quality is? How do these quality perspectives relate to what employers expect from higher education graduates? How do each of the parties, Customers (Employer), Clients (Students), Managers (Policy and Regulatory Bodies), and Service Providers (Universities) enact and fulfill expectations, requirements and needs?

The lecture is organized in four parts as follows:

PART 1: Presents an overview of the issues being interrogated and the concept and purpose of higher education. It premises that, “that which is not defined cannot be managed”. Quality is a derivative of purpose, so an understanding of the concept and purpose of higher education in Ghana, should form the basis for analyzing the quality of the higher education system. The three missions of university (Teaching and Learning, Research and Community Service) and how they are prioritized in Ghana from a perspective of “as is” and “as should” is presented.

PART 2: Draws largely on my five selected works in the field to present the concept of Quality Assurance in Higher Education in Ghana and how this is achieved.

PARTS 3: Interrogates how each of the four quality dimensions (relevance, recognition, functionality and comparability) as a theme are enacted and fulfilled in the Ghanaian context and seeks to analyze for strengths and opportunities for improvement. It then compares the analysis with the normative reference pre-determined by the quality dimensions and draws deductive inferences on the situation using the four approaches for assuring quality.

PART 4: Sets the stage for conclusion with a presentation of the key issues identified from the synthesis of my ten (10) selected studies, presents the policy implication and makes recommendations for improvement. ■



The VC with Participants & dignitaries including Justice Alan Brobbey, retired Justice of the Supreme Court (in black suit); Prof. Nana Kobina Nketsia, Omanhene of Essikado Traditional Area (first right); Lepowura M. N. D. Jawula, Director OCTL (fourth right)

## OCTL WORKSHOP

**T**he Otumfuo Centre for Traditional Leadership continues to provide the platform for an institutionalized training programme for traditional leaders in order to enhance their capacity to lead and manage their resources effectively and sustainably.

Since its establishment, the Centre has organised five (5) training workshops with over one hundred and ten (110) participants including Paramount Chiefs, Divisional Chiefs and Queen Mothers as well as some staff of the various Traditional Councils and Registries.

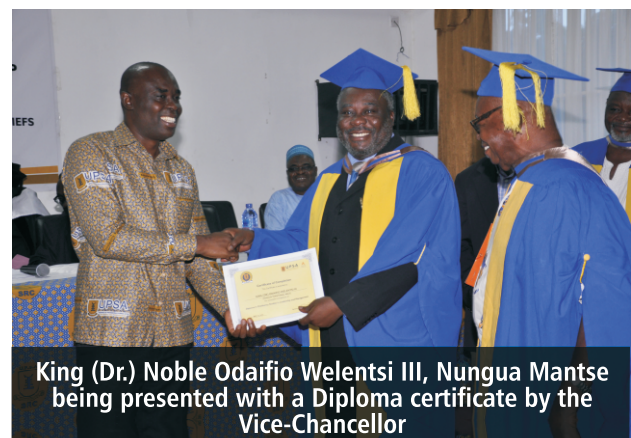
The training is composed of three sessions namely, Part I, Part II where participants are issued with a certificate of participation; and the final part (111), with the award of Diploma in Chieftaincy Studies in Leadership and Management which is issued by UPSA.

Some of the facilitators at the workshop include: Dr. Seidu Danaa, former Minister for Chieftaincy and Culture; Prof. Naa Nabila, former President, National House of Chiefs; Justice Brobbey, Retired Justice of the Supreme Court of Ghana; Prof Nana Kobina Nketsia, Retired Professor of History and Omanhene of Esikado Traditional Area; Prof. Irene Odotei, former Director, Institute of African Studies, Legon; and Prof. Goski Alabi, Dean, Centre for International Education and Collaboration, UPSA. Others are; Dr. Alhassan Sulemana Anamzoya, Dept of Sociology, University of Ghana, Legon; Mr. Kwesi Dautey, formerly of Lands Commission, and Lepowura M.N.D. Jawula, Director of the Otumfuo Centre for Traditional Leadership.

### TRAINING PROGRAMME OF OCTL Part 1

The following courses were taught.

- Strategic Leadership
- Records and Documentation
- Basic Book-Keeping and Accounts
- Land Administration
- Conflict Management
- Chiefs as Partners of Development
- Chieftaincy and Social Cohesion and Solidarity
- Gender and Chieftaincy
- Chieftaincy in Ghana: Historical and Comparative perspectives
- The Administration of the Chieftaincy Institution in the Modern Ghanaian State.



King (Dr.) Noble Odaifio Welentsi III, Nungua Mantse being presented with a Diploma certificate by the Vice-Chancellor

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**GHANA @ 60:  
Evolution of the Law, Democratic Governance,  
Human Rights and Future Prospects  
March 9-10, 2017**

**RESOLUTIONS OF THE GHANA @ 60: EVOLUTION OF LAW, DEMOCRATIC GOVERNANCE,  
HUMAN RIGHTS & FUTURE PROSPECTS CONFERENCE HELD AT THE FACULTY OF LAW,  
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)**

We, the participants and delegates of the maiden Law Conference of the Faculty of Law, UPSA, held from 9<sup>th</sup> to 10<sup>th</sup> March 2017, commemorating Ghana's 60<sup>th</sup> Independence celebrations,

Recognising the opening address by Hon. Dr. Matthew Opoku Prempeh, the Minister of Education, on behalf of the President, H.E. Nana Addo Dankwa Akufo Addo,

Noting the exemplary leadership demonstrated by the Minister of Education by his timely arrival for the opening ceremony, and thereby compelling delegates to be conscious of the value of punctuality,

Having deliberated on the theme of the Conference: **GHANA @ 60: EVOLUTION OF LAW, DEMOCRATIC GOVERNANCE, HUMAN RIGHTS & FUTURE PROSPECTS**,

Having noted our active participation in the Conference as Ghanaian academics, scholars, other stakeholders, and personalities, both home and abroad,

Recognising the support of our main external sponsor, Unibank,

Noting some pertinent issues on the legal and socio-economic status of the nation raised in both the opening address read on behalf of the President by the Minister of Education and the keynote speech by Emeritus Professor Samuel Gyandoh,

And noting further from the papers presented, some serious concerns that have militated against the development and progress of the nation over the years, and

Having analysed, discussed, and deliberated on those pertinent issues and concerns, among these:

- I. The state of lawlessness pertaining to the enforcement of laws in the country and the effect on national development sixty years after becoming an independent country;
- II. Rampant corruption, abuse of office with arrogance and impunity and the misappropriation of state resources that have stifled the economic growth and development of the country since independence, depriving the state of much needed capital to generate employment, thereby contributing to negative activities among the youth, such as galamsey operations;
- III. Lack of serious commitment and accountability in the governance system;
- IV. Weak institutions that have led to an abuse of the democratic governance system;
- V. The absolute anarchy relating to the land tenure system operating in the county, as manifested in the actions of land guards who are a menace to the communities in which they operate;
- VI. The piecemeal approach to solving the myriad of problems associated with the constitution;

**Have accordingly resolved that:**

1. The nation must jealously promote, defend and maintain the rule of law, constitutional democracy and good governance system, as the economic transformation and prosperity of Ghana can only be achieved through their existence;
2. There should be a continuous and active review of the 1992 Constitution with a view to ensuring that its provisions are in line with the democratic governance system;
3. The 1992 Constitution should be translated into all the Ghanaian languages;
4. The exercise of the prerogative of mercy by the President of Ghana must not only be done in consonance with law, but also in good faith;
5. The composition and structure of the Council of State must be reformed to make it more



meaningful in our governance system;

6. The position of the Attorney-General, his/her functions and power are in need of urgent review;
7. The institution of chieftaincy still remains relevant in our governance system, but must be further strengthened;
8. State Owned Enterprises must be manned by competent and capable people who can help achieve the aims of the entities concerned, and not by 'incompetent' persons who are merely being rewarded for their party affiliation;
9. A comprehensive national policy on land tenure system should be developed or that the Land Administration Project (LAP) should be reviewed and strengthened to accomplish a comprehensive land tenure system that will ensure that Ghanaians do not become landless in their own country;
10. an alternative institutional model in terms of the Right to Information ought to be explored;
11. Public sector accountability must be pursued and vigorously enforced;
12. Corruption in all its forms and manifestations, particularly within the branches of government and state institutions, must be rooted out from the country;
13. The rights to freedom of speech and freedom of the media must be jealously guarded, but clearly circumscribed;
14. The education system as a whole is in need of a major reform to ensure that all those who qualify and seek education are not left out;
15. The directive principles of state policy provide a solid foundation for human rights and good governance, and must therefore guide government programmes on national development;
16. The criminal justice system as whole needs a major reform to include a transformation of the sentencing practice that will admit varied alternative sanctions;
17. There must be a more humane prison system in Ghana in order to enable inmates to be integrated back into society after the completion of their term of imprisonment;
18. Concrete measures be put in place to address youth unemployment in the country, as its persistency represents a human rights violation;
19. Our family law system must be carefully construed to reflect the values and aspirations of the nation and also conform to democratic principles;
20. Ghana's peacekeeping engagements should be reviewed to enable her to continue to play a critical role in peacekeeping activities in the world in general, and in Africa in particular;
21. Stateless people in Ghana must be accorded Ghanaian citizenship where applicable;
22. Judicial independence must be jealously guarded for the maintenance and sustenance of the rule of law, the protection of fundamental human rights and the pursuit of democratic governance;
23. There should be a cap on the number of Justices of the Supreme Court, and life tenure for such Justices, as this may ensure greater independence;
24. The nation must take stock of how far we have come, and develop a practical road-map for the next sixty (60) years of our existence;

**We have further resolved that:**

1. Government and all stakeholders are continuously engaged on the issues we have raised and discussed, to ensure implementation;
2. The proceedings of this conference, particularly the papers presented, shall be further developed and published in a special peer reviewed conference volume;
3. The academic community should play a leading role towards the transformation of the country;
4. An Inter-University Research Organization is established in Ghana, to coordinate research and policy to help in the governance of the country; and to assist young scholars to engage and mature in research and publications;

**ACCRA, THIS FRIDAY 10<sup>TH</sup> DAY OF MARCH 2017**

## DR. GERALD DAPAAH GYAMFI GRABS TOP INTERNATIONAL JOB



The Dean of the Weekend School, Dr. Gerald Dapaah Gyamfi, has been appointed as Director of Public Relations and Publicity for Africa by the International Police Executive Symposium (IPES).

conference hosted by George Washington University, USA in 2016; Human trafficking at IPES conference hosted by Thai Police Service in 2015; Crime prevention and community resilience at IPES conference hosted by the Bulgarian Ministry of Interior; Stress management at IPES/United Nations conference hosted by United Nations, New York City. In 2014, on behalf of IPES, Dr. Gyamfi organized and presented a paper at a side event of the 7<sup>th</sup> Conference of the Parties to United Nations Convention on Transnational Organized Crime held at UNODC, Vienna, Austria.

IPES, head office in New York, is a global organization that works in collaboration with United Nations to bring police researchers and practitioners from different parts of the world together to facilitate cross-cultural, international, and interdisciplinary exchanges for the enrichment of the policing profession. It encourages discussions and writing on challenging topics of contemporary importance through an array of initiatives including conferences and publications.

Dr. Gyamfi has also contributed significantly to IPES books and journals published by Routledge, Taylor, and Francis Group (CRC Press). Notable among the books with chapters contributed by Dr. Gyamfi are Domestic violence in international context; Trends in the judiciary: Interview with judges across the globe; The evolution of policing: Worldwide innovations and insight; and Global environment of policing.

Dr. Gyamfi has presented many academic papers at conferences organized by IPES. Some of his works include papers on Domestic violence at IPES

His recent paper on terrorism and organized crime was presented at the 27<sup>th</sup> Meeting of IPES hosted by Liverpool Centre for Advancing Policing at John Moore's University, United Kingdom.

## DR. AMPEM DARKO ANIAPAM ELECTED PRESIDENT OF UTAG

**T**he Vice-Dean of the Weekend School has been elected as President of the University Teachers Association of Ghana (UTAG), UPSA branch.

He emerged winner of the UTAG-UPSA branch presidential elections. He secured 77 votes beating his closest contestant Dr. Joseph Kwadwo Tuffour, who polled 50 votes. The President elect will take over from Professor Charles Barnor, the current Pro-Vice-Chancellor of the University who stepped down following his elevation into the office of Pro-VC.

Richard Amankwah Fosu was also voted as Vice-President elect. Richard obtained 116 of the

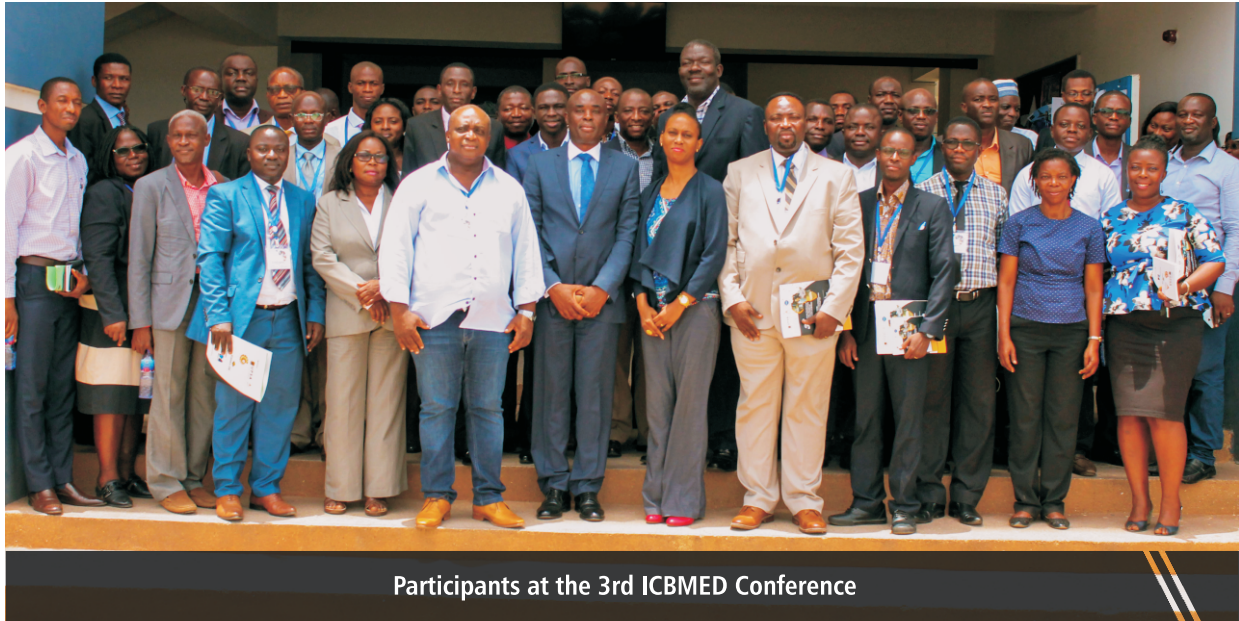
votes defeating the acting UPSA-UTAG President Mrs. Gladys A. A. Nabieu who garnered 41 votes.

Sadat Mohammed and Christine Avortri were confirmed as secretary and treasurer elects respectively.





## 3RD ICBMED CONFERENCE HELD UPSPA



Participants at the 3rd ICBMED Conference

The 3<sup>rd</sup> International Conference on Business Management and Entrepreneurial Development (ICBMED), a platform that discusses research-based solutions to the developmental problems in Africa, has been launched at the University of Professional Studies Accra (UPSA).

The annual conference which opened on Thursday is under the theme, "Small and Medium-Scale Enterprise development in Africa: Information and Communications Technology (ICT) as a strategic tool."

The Vice-Chancellor of UPSA and Chair for the occasion, Professor Abednego Amartei, said every year, the conference selected topics that required solutions necessary to help address emerging business challenges in the country and the continent at large.

Prof. Amartei explained that ICT could fast-track Africa's drive to development and there was, therefore, the need to empower SMES in that regard.

"A country's most valuable asset is its professional and intellectual stock. As intellectuals and professionals in Ghana and Africa, we owe it to our country and continent our optimum input for the development of new strategies, technologies and creation and design of solutions towards alleviations of existing problems".

Delivering his keynote address, Chief Executive Officer (CEO) of eSolutions Consulting Solomon King Adiyiah said most SMEs were not growing because they did not have digital development strategies.

He said technology provided endless opportunities of growth for SMEs, and there was, therefore, the need to incorporate it into the day-to-day running of the business.

"If you don't embrace technology these days, you will be left behind. Technology is transforming the way business is done and SMEs are being forced to do things differently. It has become a matter of survival," he noted. ■





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# Notable Alumnus

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## PROFILE OF

# MR. PATRICK AKPE KWAME AKORLI

MANAGING DIRECTOR & GROUP CEO, GHANA OIL COMPANY LIMITED (GOIL)



Mr. Patrick Akpe Kwame Akorli, 2015 Marketing Man of the Year is a straight-forward, humble and principled man. A native of Ziavi, near Ho in the Volta Region, he is also the Dutorfia of Ziavi where he was enstooled with the stool name Togbe Adza-Nye the IV in 1987. Mr. Akorli is a Chartered Accountant by profession and a member of the Institute of Chartered Accountants Ghana (ICA).

He also holds an Executive MBA from Ghana Institute of Management and Public Administration, (GIMPA). Mr. Akorli is an Alumnus of the Energy Institute, Cambridge and the International Bunker Industry Association (IBIA), UK. He serves on the Boards of several Companies including the Tema Lubes Oil, and the Metro Mass Transit Company.

### ACADEMIC BACKGROUND

Mr. Akorli's cardinal principles in life are hard-work and integrity, the two virtues which have guided his school days, adult life and professional career, first as a teacher, Financial Accountant and as a leader in the Oil Marketing Industry. Mr. Akorli attended the Amedzofe E.P. Teacher training college in the Volta region where he qualified as a trained teacher. After teaching in the Volta and Central regions, He gained admission to the Institute of Professional Studies, IPS, and now University of Professional Studies. He later worked at the Mawuli Secondary School, Ho, as a School Bursar. He also had a short stint working with Quansah, Nyame & Co, an Accounting firm.

### PROFESSIONAL LIFE AT GOIL

In 1996, Mr. Akorli was employed at GOIL initially as an Assistant Accountant. By dint of the same hard-work, firmness and attention to detail, Mr Akorli rose rapidly through the ranks first, as a Chief Accountant, Treasurer and later as the Chief Internal Auditor. Mr. Akorli was again promoted to the post of Finance Manager, a position he served from 2008 to 2012. During the period, he acted as the Fuels Marketing Manager more than once. Mr Akorli was appointed Managing Director on the first of June 2012.

Mr. Akorli's unalloyed patriotism and desire to see the growth of Ghanaian Businesses has shaped his thoughts throughout his leadership at GOIL. He believes that Ghanaian talent can be fully harnessed to drive the economy. He has therefore with support from the board and management, positioned GOIL as a proud, indigenous number one Oil Marketing Company significantly contributing to the stability of the sector. He has led the company to win several awards including: **NUMBER 2 COMPANY ON THE PRESTIGIOUS CLUB 100 (GIPC- 2015); BEST LISTED COMPANY ON THE GSE- (GIPC - 2015); AND CIMG PETROLEUM COMPANY OF THE YEAR, 2016**

Mr Akorli is married to Peace, with whom he has four adult Children. ■

## UPSA GAUA CHAPTER GETS NEW EXECUTIVES

The Ghana Association of University Administrators (GAUA) UPSA Chapter has inaugurated its new executive members at a brief ceremony. The out-going president and former Director of Audit, Mr. Thomas Atuam, presented the hand-over notes and financial statements of the Association to the in-coming president, and the Director of Public Affairs, Mr. J. S. K. Agbenyo. He pledged his team's readiness to work hard in the interest of the Association and to justify the confidence reposed in them.

The other elected executives of the Association are: Mr. David Ansah, Vice-President, John B. Chang-Naah, Secretary, Wilson A. Ndebilla, Financial Secretary and William Kuusori, Organizing Secretary. The others are; Ms. Vivian Gbade, Deputy Secretary, and Fortunate K. B. Fio, Esq., co-opted member.

The out-going executives were instrumental in acquiring some 500 plots of land at Oyibi in the



Mr. J. S. K. Agbenyo (5th left) GAUA President and Mr. Thomas Atuam (4th left) with old and new executives

Greater Accra Region for the Association.

The GAUA UPSA Chapter was first inaugurated in 2014, with the aim of promoting the advancement of higher education in Ghana, and the professional development and welfare of its members. The Association is made up of senior administrative and professional staff of the University, including auditors, accountants, registrars, architects, quantity surveyors, engineers, pharmacists, lawyers, medical doctors, among others. ■

## Highlights of Students Activities

### HR BUSINESS CHALLENGE



UPSA students emerged winners in a recently held HR Business Challenge. The Business Challenge was organized by HR Focus Magazine as part of the HR Conference which took place at the World Trade Centre in Accra in September 2016. The students competed against their counterparts from the University of Ghana and Ashesi University College.

The Challenge involved a problem for the contestants to solve. They were given ten (10) minutes to



deliberate over the question and then present their solutions, after which they were asked questions. The objective of the exercise was to find out how innovative the contestants were and how well they could think on their feet.

In appreciation of the achievement of the team, Management arranged for a two (2) night stay in a hotel outside Accra as motivation to the team. ■

Highlights of Students Activities: continued on page 22



## GHANA TERTIARY WOMEN'S AWARDS

**T**wenty (20) students of the University attended the Ghana Tertiary Women's Awards at the Pentecost University College, Accra. The awards ceremony which was

organized by the Ghana Tertiary Women's Network honoured Twelve (12) female students for their efforts towards change and development as well as impacting the lives of others. ■

## SRC Elections for 2016/2017 Academic Year

The SRC elected their leaders for the 2016/2017 academic year on Friday, 19th September, 2016. The Table represents the list of executives of the SRC for the 2016/2017 academic year.

Name	Position
Justice Gadugah	President
Evans Ohu	Vice-President
Sherifatu Iddi	Secretary
Solomon Antwi	Financial Controller
Darius Kondi	Treasurer
Mavis Fafali Deku	Women's Commissioner
Daniel Akuriba Adongo	External Affairs President
Stanley Tokoh	Auditor
Winston Kwawukumey	Public Relations Officer

### OCTL Workshop: continued from page 15

#### Part 11

Courses handled at the Part 11:

- Networking and Lobbying
- Financial Management
- Change Management
- The Laws of Chieftaincy (Customary Laws) as Tools of Reforms and National Integration
- Chieftaincy and Democracy
- Theories of Traditional Leadership
- Women in Traditional Leadership
- A Philosophical Understanding of the Chieftaincy Institution
- Sources of Authority and Jurisdiction I
- Sources of Authority and Jurisdiction II

#### Part 111

Courses handled included the following:

- Leadership In The Ghanaian Context, Traits and Leadership
- Strategic Leadership
- Communication
- Introduction to Mission Statement and Formulation
- Strategic Planning
- Environmental Scanning
- Introduction and Development of Implementation Plans and Evaluation
- The Legal Dispute Settlement by Customary Arbitration and Alternative Dispute Resolution
- Judicial Ethics
- Issues of Judicial Reviews and Appeals Conflict Resolution and Peace Building

# UPSA Fact Sheet

The University of Professional Studies, Accra (UPSA) is an autonomous public institution whose legal status derives from the University of Professional Studies, Act 2012 (Act 850).

## ESTABLISHMENT

Founded in 1965 as a private institution, became full-fledged university in 2008 and was renamed in 2012.

## ACCREDITATION

Fully accredited by the Accreditation Council for Business Schools and Programmes (ACBSP)

**STUDENT POPULATION:** 12,000

## VISION

To be a world-class higher education provider in both academic and professional disciplines, nationally entrenched, regionally relevant and globally recognized.

## MISSION

We strive to provide and promote quality higher academic and professional education in business and other social sciences related disciplines by leveraging a structured mix of Scholarship with Professionalism in Ghana and beyond.

**Tagline:** Scholarship with Professionalism

**Faculties:** Accounting & Finance; Management; Information Technology & Communication Studies; Law

**Schools:** Graduate Studies; Weekend; Evening.

**Institute:** Institute of Professional Studies

**Centres of Excellence:** Public Accountability; Strategic Leadership; Traditional Leadership and Universal Health Coverage.

**New Facilities:** 1246-capacity multi-purpose hostel; state-of-the-art lecture halls and ultra-modern library complex; 3200 capacity auditorium under construction

Currently, the University's academic portfolio includes professional, tertiary diploma, undergraduate and master's degree programmes tailored towards industry and commerce.



These are:

## Undergraduate Programmes:

1. BSc Accounting
2. BSc Actuarial Science
3. BSc Banking and Finance
4. BBA Business Administration
5. BSc Information Technology
6. 3-year LLB Law
7. 4-year LLB Law
8. BSc Marketing
9. BA Public Relations Management

## Diploma Programmes:

1. Diploma in Accounting
2. Diploma in Information Technology
3. Diploma in Marketing
4. Diploma in Management
5. Diploma in Public Relations Management

## Graduate Programmes

1. MPhil Leadership
2. MSc Leadership
3. MBA Auditing
4. MBA Accounting and Finance
5. MBA Corporate Governance
6. MBA Marketing
7. MBA Petroleum Accounting and Finance
8. MBA Total Quality Management
9. MBA Internal Auditing

## Professional Programmes

- Chartered Institute of Marketing (CIM)
- Association of Chartered Certified Accountants (ACCA)
- Institute of Chartered Accountants, Ghana (ICAG)
- Chartered Institute of Management Accountants (CIMA)
- Institute of Chartered Secretaries and Administrators (ICSA)
- Chartered Institute of Bankers (CIB)

## EDITORIAL TEAM

John S.K. Agbenyo (Managing Editor)  
Vera Akumiah  
Harriet Theodore

Emma Pimpong  
Geoffrey Gle (Editor)  
Mark Aryeetey (Design)





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